

CC2 - Strategy People and Organisation Committee

Terms of Reference

Introduction

The Board of Directors of the academy company is responsible for strategy. They set the vision, ethos and strategic direction. They determine the policy and procedures of the academies. They hold the Principals to account for the educational performance of the academies they lead. They monitor the use of the academies' budgets. They monitor, evaluate and review the strategic framework that underpins the running of the academies.

The Board provides for the strategic running of the academies by establishing core committees, devolving responsibilities and delegating tasks to those committees to undertake the key strategic functions required for running all the academies in a collaborative manner. The core committees focus on decision making in relation to strategy, policy and procedures to be implemented across all the academies.

Overall purpose

The main functions of this committee are to:

- Monitor the Directors' strategic framework ensuring that the Board of Directors functions effectively and efficiently and improves the academies' performance, which impacts positively on the learning, formation, attainment and progress of all children.
- Provide a strong policy, monitoring, evaluation and reporting framework so the academies meet the professional development needs of all staff who are expected to be ambitious for children, by aspiring to the best they can be as the professionals engaged in teaching, supporting, educating and forming the children in the academies.
- Enable the academies to be accountable for building sustainable capacity, by ensuring the academies provide appropriate development opportunities for individuals and teams, and build effective and efficient systems so the academies run well in the best interests of the children.
- Make recommendations to the Board of Directors and to any other committees as necessary and appropriate.

CC2 Strategic Aims

Developing, nurturing and supporting a work force who live out our Catholic ethos, values and virtues

1. Strengthening work force through effective professional development and focus on wellbeing and work life balance
2. Development of pathways for succession planning at all tiers
3. Forward-thinking, consistent and professional HR provision



Membership

The membership is determined by the Board of Directors at its first meeting in the Autumn Term.

Members shall hold in confidence all Confidential Information that may arise during their committee meetings. shall protect all Confidential Information against disclosure. shall safeguard all Confidential Information.

Directors Members	Governors	Invited staff/ directors
Julie Fulea (Chair)	Ann Harkin	Andy McConville (Principal)
Brendan Fawcett	Pat Garner	Alex Thomas (Head of HR)
Ian Jones	Vacancy	Helen Quinn (CEO)
		Danielle Kingham (Principal)
		Stephen Hainie (Principal)
		Amy Hirons (Vice principal)
		Siobhan Armstrong (Assistant principal/ PiCCL)
		Howard Forinton (Assistant principal)
		Heather O'Sullivan (Senior HR Business Partner)
Governance Professional		Sharon Lee

Those given permission to attend committee meetings as observers/advisers as and when appropriate, for example:

- Accounting Officer
- Head of HR
- Chaplaincy team
- Parish Priests
- RE Leaders or Heads of department or PiCCL

The quorum is three (minimum). A majority of those present for a vote must be Foundation Directors or Foundation Governors.

The chair and vice-chair will be elected by voting members of the committee at the first meeting of the year. The Governance Professional is appointed by the Board of Directors. In the absence of the Governance Professional, the committee may choose one of its members or another person to clerk the meeting.

The committee shall meet at least termly. Meetings will be conducted in accordance with the Board of Directors' Code of Practice.





Items	• Recruitment Update January Starts • Benefits • Absence Annual Review • Staff Survey Autumn • Alumni • KCSIE	• Recruitment Update Easter Starts • Talent – ECT, SCITT and Apprentice • Staff Survey Spring • Putting Staff First • Succession planning • Governor Formation	• Recruitment Update September Starts • Structures Next Year • Wellbeing • Digitalisation • Staff Survey Summer • Community outreach
Policy Review	•	•	•

Date of review

Annually: 14 September 2026

Agreed at the meeting of the Board of Directors

Date: 20 November 2026

Signed: Brendan Fawcett, Chair

Signature:



Remit / level of delegated authority

R = the committee has the delegated authority to make a recommendation to a meeting of the Board of Directors for them to make a decision.

A = the committee has the delegated authority to approve a decision and report it to the Board of Directors, as recorded in the minutes of the committee meeting.

To Recommend

To discharge the Directors' responsibilities for: - ensuring the Board of Directors' strategic framework is working effectively; - reviewing and revising the mission statement of its academies; - promoting the community life of the academy (including partnership with parents, the local community, other academies and schools; charitable outreach and alumni).	R
To keep under review the academies' self-evaluation process and the completed self-evaluation forms, ensuring Directors can articulate the link between self-evaluation, academy improvement planning, and the requirements of the Academies Trust Handbook.	R
To discharge the Directors' responsibilities for ensuring there is an effective academies' improvement plan that addresses the key things the academies needs to do to improve, reporting on their progress and impact to the full Board of Directors at least once a term.	R
To discharge the Directors' responsibilities for ensuring people employed by the Board of Directors are provided with the opportunity for training, formation and professional development, to acquire or develop the skills and support they need to achieve a high standard of professional practice.	R
To carry out tasks delegated by the Board of Directors relating to people employed by the academy, for example, matters to do with principle, policy, strategy and cross-academy collaboration in relation to: - Policies and arrangements for recruitment and selection; induction; training; formation; development; ECT support; - Formal consultations on re-structuring staffing or re-organising the academies; redundancy; and premature retirement.	R
To discharge the Directors' responsibilities with respect to: - Determining appropriate staffing structures for the academies that provide best value for money. - Adopting, implementing, monitoring, evaluating and reviewing personnel policies (including required policies) for example: staff appointments; safer-recruitment; sickness and absence; capability; conduct / discipline; dismissal, and grievance; - Adopting, implementing, monitoring, evaluating and reviewing an academy company pay policy, which meets legal requirements; - Adopting, implementing, monitoring, evaluating and reviewing the policy and arrangements for teacher and principal appraisal and performance management, which meet legal requirements; - Addressing any queries, concerns or complaints arising; - Determining the membership of the panels appraising the principals' performance (without necessarily forming part of the group membership);	R
To discharge the Directors' responsibilities for ensuring the organisation runs as smoothly as possible in terms of structures, systems and processes required for the effective governance and the management of the academies, managing their own boundaries as Directors.	R
To carry out tasks delegated by the Board of Directors relating to the organisation of the academy, for example, reviewing and making recommendations to the Board of Directors on the delegation of Directors' powers to the principals, individuals and committees.	R
To discharge the Director's responsibilities with respect to preparing for, engaging with, and responding to the outcomes of Section 5 and Section 48 inspections.	R



Authority to Approve

To carry out tasks delegated by the Board of Directors relating to their strategic role and responsibilities, for example, matters to do with principle, policy, strategy and cross-academy collaboration in relation to: - Ensuring clarity of vision, ethos and strategic direction; - Establishing the academies' aims, objectives, policies, priorities & plans for improvement; & monitoring & evaluating their impact.	A
To discharge the Directors' responsibilities for ensuring they monitor their own performance and effectiveness, including auditing their individual and collective knowledge, skills and experience.	A
To discharge the Directors' responsibilities with respect to adopting, implementing, monitoring, evaluating and reviewing a succession planning policy for leaders, staff and Directors.	A
To discharge the Directors' responsibilities for adopting, implementing, monitoring, evaluating and reviewing a Code of Practice for the Board of Directors, and Terms of Reference for Committees.	A
To discharge the Directors' responsibilities for ensuring the academies' readiness for inspection or accounting for their performance and standards to any external agency at any time.	A
To review arrangements by which staff may in confidence raise concerns about possible improprieties; ensure that arrangements are in place for the proportionate and independent investigation of such matters and for appropriate follow up action.	A
To arrange appropriate director training to ensure that Directors (and Governors) know and understand: - The CSI and Ofsted framework for inspection, including the criteria for the effectiveness of governance; - The requirements of the Board of Directors' Code of Practice; - The distinctive nature and purpose of a Catholic academy (and the role and responsibilities of Directors, including to the diocesan bishop); - Any other matter related to strategy, people or organisational development identified through an audit of the Board of Directors' knowledge, skills and experience or at the request of Directors.	A
To address any queries, concerns or complaints arising in relation to any of the above areas.	A
To ensure that risks related to strategy, people and organisational development are managed adequately and to highlight to the full Board of Directors any risks that need to be escalated.	A
To prepare for the full Board of Directors an annual summary report, which reviews how the committee has discharged its responsibilities to: - set the strategic direction and drive academy improvement; - develop the teaching skills and leadership qualities of people; - promote organisational development; - maintain and further develop the mission of the academies and their Catholic character; in order to benefit the pupils of the academies and impact on their learning, formation, attainment and progress.	A

