THE GREEN SCHOOL TRUST

Human Resources (HR) Committee
Terms of Reference 2026-2027

Purpose

The HR Committee is established by the Board of Trustees to provide strategic oversight, assurance, and scrutiny of all human resources matters across the Trust.

The Committee ensures that HR policies, procedures, and workforce practices support high-quality education, statutory compliance, financial sustainability, staff wellbeing, and effective leadership across all schools within the Trust.

The Committee acts on behalf of the Board in overseeing HR governance and makes recommendations where Board approval is required.

Membership

- The Committee shall comprise:
    - One governor from each school within the Trust, and
    - A minimum of two Trust Director, in addition to the CEO/Executive Headteacher.
- The Chair shall be appointed by the Trust Board.
- The majority of Committee members shall be Directors.
- The CEO/Executive Headteacher (or nominated representative) shall attend meetings.
- No vote on any matter shall be taken unless the majority of members present are Directors.

Accountability

The HR Committee is accountable to the Board of Trustees for oversight of HR matters relating to:

- The Executive Team,
- Central Trust services, and
- Staff employed within individual schools,

in relation to all HR policies and procedures within the Trust.

The Committee provides assurance and recommendations and does not hold executive authority unless explicitly delegated by the Board.

Quorum

- The quorum for meetings shall be a minimum of three Committee Members, in addition to the CEO/Executive Headteacher or their representative with the majority of the membership being Directors
- No business shall be transacted unless the quorum is met.

Frequency of Meetings

- The Committee shall meet at three times a year, with additional meetings arranged as required.
- Extraordinary meetings may be convened at the request of the Chair or the Board.

Administration

- Agendas will be set by the Chair in consultation with the Head of Governance.
- Minutes will be formally recorded and submitted to the Board.
- The Committee may request relevant HR data, reports, and workforce information to support its oversight function.

Reporting and Recommendations

The Committee shall:

- Report decisions, assurances, and recommendations to the Board in a timely and structured manner.
- Provide relevant updates to one or both Local Governing Bodies (LGBs) where appropriate.
- Escalate matters requiring Board determination or urgent attention.

Conflicts of Interest

Committee members will:

- Declare all interests and potential conflicts
- Withdraw from discussions where appropriate
- Maintain compliance with the Trust's register of interests
- Ensure transparency in related party transactions

Key Responsibilities

HR Strategy, Policy and Framework

The Committee shall:

- Establish, review and recommend Trust-wide HR policies for approval by the Board.
- Ensure the implementation of Trust HR policies across all schools, including monitoring compliance and effectiveness.
- Determine and review the Trust's disciplinary and capability policies, ensuring they are legally compliant and consistently applied.

- Ensure Trust-wide terms and conditions of employment and pay policy are established, reviewed, and implemented appropriately.
- Oversee the application of HR policies across the Trust, including consistency between schools and central services.
- Review the effectiveness of disciplinary and capability procedures and their application in practice as well as Workforce Structure and Staffing Approvals

The Committee shall:

- Determine and review the Executive Team staffing structure.
- Review staffing structures across the Trust to ensure they remain appropriate, sustainable, and aligned to strategic priorities.
- Approve any new senior roles outside of agreed budgets.
- Review staff recruitment processes for all roles to ensure fairness, transparency, and compliance with safer recruitment requirements.
- Review and approve recruitment plans for senior and leadership positions.
- Ensure workforce planning supports long-term Trust sustainability and educational outcomes.

Senior Appointments and Executive Oversight

The Committee shall:

- Approve all senior appointments within the Trust, as defined by the Board (including executive and senior leadership roles). The Board must approve the CEO/Executive Head appointment.
- Oversee appropriate recruitment processes for senior leadership roles to ensure fairness, transparency, and compliance.
- Review and approve staff appraisal policies and procedures across the Trust.

Pay, Pension and Employment Discretions

The Committee shall:

- Approve exit payments, early retirement, and pension discretions above an agreed threshold (as defined by the Trust's financial governance framework).
- Ensure decisions regarding severance, redundancy, and pension discretions are compliant, transparent, and provide value for money and, make recommendations to the Board.
- Oversee implementation of pension and employment discretion policies in line with statutory and regulatory guidance.

Staff Performance, Appraisal and Capability

The Committee shall:

- Review and agree on staff appraisal and performance management procedures.
- Ensure effective implementation of performance management systems across the Trust.

- Review the implementation and effectiveness of capability procedures across the Trust.
- Ensure performance management processes support professional development and improved outcomes.

Staff Wellbeing, Workload and Engagement

The Committee shall:

- Monitor and review staff wellbeing, morale, workload, working conditions, and work/life balance.
- Review staff survey results and ensure action plans are implemented and monitored effectively.
- Consider trends in staff engagement, retention, and attrition, and recommend actions where necessary.
- Promote a positive and supportive organisational culture across the Trust.

Safeguarding Training and Statutory Compliance

The Committee shall:

- Ensure all staff complete statutory training requirements, including safeguarding and PREVENT duty training.
- Seek assurance that training compliance is monitored, recorded, and up to date across all schools.
- Ensure HR systems support compliance with statutory employment and safeguarding obligations.

Trade Union Relations

The Committee shall:

- Review and monitor the Trust's relationship with recognised trade unions.
- Ensure effective consultation and engagement processes are in place.
- Consider any significant industrial relations matters affecting staff or the Trust.

Equality, Diversity and Inclusion

The Committee shall:

- Monitor and evaluate the impact of HR policies and practices on equality, diversity, and inclusion across the Trust.
- Ensure compliance with the Equality Act 2010.
- Promote inclusive employment practices and fair treatment of all staff.

Safeguarding Employment Controls

The Committee shall:

- Ensure appropriate oversight of the Single Central Record (SCR), including regular monitoring and assurance checks.
- Ensure safer recruitment practices are consistently applied across all schools.
- Monitor compliance with safeguarding requirements relating to employment.

Additional Matters and Referrals

The Committee shall:

- Consider any HR matters referred by the Trust Board, Local Governing Bodies (LGBs), or the Executive Team.
- Review any HR risks escalated through governance or operational reporting.
- Undertake any additional HR-related work requested by the Board.

Policies

Policy	Last approved	Date for next approval
Human resources - Early Career Teacher Policy	Autumn 2025	October 2026
Human resources - Allegations against staff including procedures and Low Level Concerns	Summer 2025	Summer2027
Human resources - Antenatal Appointment Policy	Summer 2026	Summer 2029
Human resources - Anti-Harassment and Bullying Policy	Summer 2026	Summer 2028
Human resources - Appraisal Support Staff	Spring 2024	Spring 2027
Human resources - Appraisal Teaching Staff	Spring 2025	Spring 2028
Human resources - Complaints Policy	Spring 2026	Spring 2029
Human resources - Directed Time determined by term dates	Summer 2026	Summer 2027
Human resources - Managing Staff Sickness Absence	Summer 2026	Summer 2029
Human Resources - Managing Unsatisfactory Performance and Capability Procedures	Summer 2025	June 2028
Human resources - Maternity Leave Policy	Summer 2026	Summer 2029
Human resources - Paternity Policy	Summer 2026	Summer 2029
Human resources - Public Sector Equality Duty, Equalities policy and Objective Statement	Spring 2025	Spring 2029
Human resources - Safer Recruitment Policy	Autumn 2025	Autumn 2026
Human resources - Shared Parental Leave Policy	Summer 2026	Summer 2029
Human resources - Staff Code of Conduct inc staff use of Social Media, IT and AI, reputation	Autumn 2024	Autumn 2026
Human resources - Staff Disciplinary Procedures	Spring 2026	Spring 2028
Human resources - Staff Flexible Working Policy	Summer 2026	Summer 2029
Human Resources - LGPS Pension Discretions Policy	Summer 2023	June 2027
Human Resources - Flexible Retirement Policy	Summer 2023	June 2027
Human resources - Staff Grievance Policy (Workplace resolution)	Spring 2026	Spring 2028

Human resources - Staff Managing Organisational Change & Redundancy	Spring 2026	Spring 2028
Human resources - Menopause Policy	Spring 2026	Spring 2029
Human resources - Staff Pay Policy FOR SEPTEMBER 2026	Autumn 2026	Autumn 2027
Human resources - Staff Rarely Cover	Spring 2026	Spring 2029
Human resources - Staff Special Leave Policy	Spring 2024	Spring 2027
Human resources - Stress Management	Summer 2026	Summer 2029
Human resources - Support Staff Annual Leave & Overtime & Time Off in Lieu (toil) Policy	Summer 2026	Summer 2029
Human resources - Support the SCR procedures and ensure they are followed correctly	N/A	N/A
Human Resources - Volunteering for the Trust	Spring 2024	Spring 2027
Human Resources - Medical Circumstances and Workplace Adjustments Policy	Summer 2026	Autumn 2029

Responsibilities linked to Scheme of Delegation

Human resources - Approval of exit payment, early retirement, pension discretion (above a certain Human Resources household)
Human resources - Approve all senior appointments
Human resources - Approve any new senior roles outside of agreed budget
Human resources - Conduct the Executive Team performance management
Human resources - Conduct the Head of Schools performance management
Human resources - Determine Disciplinary and Capabilities Policies
Human resources - Determine the Executive Team staffing structure
Human resources - Ensure staff statutory training (safeguarding, PREVENT)
Human resources - Ensure Trust wide pay policy, terms of conditions of employment
Human resources - Establish Trust wide Human resources policies
Human resources - Review the implementation of Disciplinary and Capabilities
Human resources - Implement the TGST HR polices
Human resources - Review the relationship with unions
Human resources - Monitor and review staff wellbeing and workload
Human resources - Review and agree staff appraisal procedures
Human resources - Review recruitment process for each roles
Human resources - Review staff surveys