PEOPLE STRATEGY AND POLICY COMMITTEE

Terms of Reference – 2026-27

Reviewed by the People Strategy and Policy Committee – 13th October 2026

Recommended for Approval to Trust Board on 4th November 2026

CRANMER EDUCATION TRUST

The Blue Coat School, Egerton Street, Oldham. OL1 3SQ

Cranmer Education Trust
("the Trust")

People Strategy and Policy Committee

Terms of Reference

1. Constitution

1.1. The Trustees (defined as the Directors under the Trust's Articles of Association) have resolved to set up a committee of the Trust Board to focus on people, human resources policy development and pay matters across the educational institutions owned and operated by the Trust. The scope of the committee's business is:

Strategy and Policy KPIs

1.1.1 To **review** the CET's People Strategy, Wellbeing Strategy, and any workforce development strategies and plans and recommend acceptance and/or amendments to the Trust Board.

To **note** all HR and employment policies/procedures in the Trust and to recommend any amendments or acceptance to the Trust Board.

1.1.2 To **monitor** staffing and people related KPIs including attendance levels and recruitment & retention.

1.1.3 To **monitor** executive recruitment, save the Chief Executive of the Trust will be a reserved matter for the Trust Board.

1.1.4 To **monitor** recruitment of Headteachers and senior leaders.

1.1.5 To **monitor** any trade union engagement across the Trust.

1.1.6 To **monitor** legal compliance with employment, equalities, and pay law in relation to staff at the Trust.

1.1.7 To participate in panels for employee relations cases with senior staff in line with people policies, as hearing and / or appeals committees accordingly.

Pay

1.2.1 To **review** the implementation of national pay awards for teaching and support staff, on the advice of the CEO, and **recommend** to the Trust Board whether national pay awards are implemented.

1.2.2 To **develop and recommend** to the Trust Board the CET's policy for Executive Pay to take effect from 1st September 2027, including any policy on Performance Related Pay and how performance is determined.

1.2.3 To **approve** CEO pay following appraisal (for 2026-27 only).

1.2.4 To **determine** and keep under review the individual salary ranges of senior teaching leaders employed by The Cranmer Education Trust as advised by the CEO.

1.2 This committee is constituted under Article 100 b of the Trust's Articles of Association.

1.3 In accordance with Article 101, these terms of reference will be reviewed annual.

2. Membership

2.1. The Trustees may appoint any of their number as they see fit to form the membership of the committee. One member Trustee must also be a member of the Finance Committee. They may add additional members at any time by resolution of the Board.

2.2. No business of the committee can be transacted unless a majority of those present are Trustees.

2.3. A list of the current members of the committee is as follows:
Mark Byrom (Chair)
Eddie Moores (Vice-Chair)
Julie Hollis
Janet Gregory
Peter Winter

The Trust's Deputy CEO: Business Strategy and HR Director attend the meetings of the committee.

2.4. The Trustees may remove any committee member, for any reason as they see fit, at any time.

3. Clerk

3.1. The Trustees or the Chief Executive shall ensure that administrative support shall be provided to the committee.

3.2. The Clerk shall be responsible for calling the meetings with the agreement of the Chair, preparing the agenda in consultation with the Chair, and preparing and recording the minutes of the committee.

4. Committee Proceedings

4.1. The Trustees will appoint the Chair of the committee from the committee's membership. Only a committee member who consents to act may be appointed as Chair. The Chair will remain in office until removed by the Trustees.

4.2. In the absence of the Chair from a meeting any committee member present may preside over the meeting as its Chair with the consent of the other committee members in attendance.

4.3. A meeting is quorate only when 2 Trustees are present (see also 2.2 above).

4.4. In the event that 2 Trustees are not present at the time that the committee meeting has been duly called it shall be deemed to be adjourned and will be rearranged as soon as reasonably possible by the Clerk.

4.5. Committee members shall have no set term of office, save for Trustees who may only serve for as long as their term of office as a Trustee is unexpired.

4.6. The committee will meet at least twice in an academic year. In the event that the committee cannot meet for any reason within the period specified in this clause this does not invalidate any business transacted at any following meetings.

4.7. Notice of meetings and applicable papers will be given by the Clerk to the committee's members at least 7 calendar days before the meeting is to be held. For the avoidance of doubt, an omission to provide the notice and papers in accordance with this paragraph 4.7 does not invalidate the committee meeting.

4.8. Meetings may be called on short notice if so, required by the Chair of the committee so long as it is stated on the notice why it must be called without full notice.

4.9. The committee members may invite non-members to any of their meetings to provide them with information or assistance as they may require from time to time. The non-member(s) will not be entitled to vote on any committee business to be transacted. If attendance of a non-member would incur a fee the Chair must obtain the prior written consent of the Chair of Trustees and notify the Chief Executive in writing.

4.10. Voting on committee business shall be by way of a simple majority. The Clerk shall record all decisions taken within the minutes of the committee.

5. Amendment or revocation

5.1. The Trustees fully reserve their rights to amend, alter, or revoke these terms of reference at any time and for any reason they so determine.