



## **The Romero Catholic Academy Company**

### **The Strategy, People and Organisational Development 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:

- Provide the components of the Directors' strategic framework so 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.



## Membership

- The membership is determined by the Board of Directors at its first meeting in the Autumn Term. There are **7** members of the committee.
- 4 Directors
- 3 Associate Members
- Those given permission to attend committee meetings as observers/advisers as and when the Directors deem appropriate, for example
  - Head of HR
  - Chaplaincy team
  - Parish Priests
  - RE Leaders or Head of department

## Quorum

- Three (minimum).
- A majority of those present for a vote must be Directors.

## Chair of committee:

- Elected by voting members of the committee at the first meeting of the year:
- Name: Fionnuala Hegarty

## Vice chair of committee

- Elected by voting members of the committee at the first meeting of the year:
- Name: Dee Williams

## Clerk

- Appointed by the Board of Directors Heather O'Sullivan.
- In the absence of the clerk, the committee may choose one of its members or another person to clerk the meeting. The Principals do not clerk any meetings of the Board of Directors or any of its committees.



### **Meeting dates for the academic year**

- Half termly

### **Date of review**

- Annually: **July 2017**

### **Agreed at the meeting of the Board of Directors**

- Date: **26<sup>th</sup> September 2016**

### **Signed (Chair of the Board of Directors)**

- Signature: **Dean Kavanagh**

### **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.

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



## Key area: Strategy

Function	Level of authority
<ul style="list-style-type: none"> <li>To discharge the Directors' responsibilities for ensuring the Board of Directors' strategic framework is established and working effectively.</li> </ul>	R
<ul style="list-style-type: none"> <li>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 :               <ul style="list-style-type: none"> <li>Ensuring clarity of vision, ethos and strategic direction;</li> <li>Establishing the academies' aims, objectives, policies, priorities &amp; plans for improvement; &amp; monitoring &amp; evaluating their impact.</li> </ul> </li> </ul>	D
<ul style="list-style-type: none"> <li>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 Financial Handbook.</li> </ul>	R
<ul style="list-style-type: none"> <li>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.</li> </ul>	R
<ul style="list-style-type: none"> <li>To discharge the Directors' responsibilities for ensuring they monitor their own performance and effectiveness, including audit their individual and collective knowledge, skills and experience.</li> </ul>	D
<ul style="list-style-type: none"> <li>To arrange appropriate director training to ensure Directors (and Academy Representatives) know and understand:               <ul style="list-style-type: none"> <li>The Directors' strategic role and responsibilities;</li> <li>What constitutes the Director's strategic framework;</li> <li>The features of good quality self-evaluation and academy improvement planning; and</li> <li>Any other matter related to strategy identified through an audit of the Board of Directors' knowledge, skills and experience or at the request of Directors.</li> </ul> </li> </ul>	D
<ul style="list-style-type: none"> <li>To prepare for the 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, in order to benefit the pupils of the academies and impact on their learning, formation, attainment and progress.</li> </ul>	D



## Key area: People

Function	Level of authority
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<b>R</b>
<ul style="list-style-type: none"> <li>• 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:               <ul style="list-style-type: none"> <li>○ Policies and arrangements for recruitment and selection; induction; training; formation; development; NQT support;</li> <li>○ Formal consultations on re-structuring staffing or re-organising the academies; redundancy; and premature retirement.</li> </ul> </li> </ul>	<b>R</b>
<ul style="list-style-type: none"> <li>• To discharge the Directors’ responsibilities with respect to:               <ul style="list-style-type: none"> <li>○ Determining appropriate staffing structures for the academies that provide best value for money.</li> <li>○ 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; and</li> <li>○ Addressing any queries, concerns or complaints arising.</li> </ul> </li> </ul>	<b>R</b>
<ul style="list-style-type: none"> <li>• To discharge the Directors’ responsibilities with respect to:               <ul style="list-style-type: none"> <li>○ Adopting, implementing, monitoring, evaluating and reviewing an academy company pay policy, which meets legal requirements; and</li> <li>○ Addressing any queries, concerns or complaints arising.</li> </ul> </li> </ul>	<b>R</b>
<ul style="list-style-type: none"> <li>• To discharge the Directors’ responsibilities with respect to:               <ul style="list-style-type: none"> <li>○ Adopting, implementing, monitoring, evaluating and reviewing the policy and arrangements for teacher and principal appraisal and performance management, which meet legal requirements;</li> <li>○ Addressing any queries, concerns or complaints arising;</li> <li>○ Determining the membership of the panels appraising the principals’ performance (without necessarily forming part of the group membership); and</li> <li>○ Considering recommendations on the salary of the principals (from the principals’ appraisal panel) and staff (from the principals) in order to make appropriate recommendations to the finance committee.</li> </ul> </li> </ul>	<b>R</b>



- To discharge the Directors' responsibilities with respect to: D
  - Adopting, implementing, monitoring, evaluating and reviewing a succession planning policy for leaders, staff and Directors.
  - Addressing any queries, concerns or complaints arising.
- To arrange appropriate director training to ensure Directors (and Academy Representatives) know and understand: D
  - Matters related to appraisal and the management of performance; pay policy; personnel management; and succession planning; and
  - Any other matter related to people identified through an audit of the Board of Directors' knowledge, skills and experience or at the request of Directors.
- To prepare for the Board of Directors an annual summary report, which reviews how the committee has discharged its responsibilities to develop the teaching skills and leadership qualities of people, in order to benefit the pupils of the academies and impact on their learning, formation attainment and progress. D



## Key area: Organisational development

Function	Level of authority
<ul style="list-style-type: none"> <li>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.</li> </ul>	R
<ul style="list-style-type: none"> <li>To discharge the Directors' responsibilities for:               <ul style="list-style-type: none"> <li>Adopting, implementing, monitoring, evaluating and reviewing a Code of Practice for the Board of Directors, and Terms of Reference for Committees.</li> </ul> </li> </ul>	D
<ul style="list-style-type: none"> <li>To carry out tasks delegated by the Board of Directors relating to the organisation of the academy, for example:               <ul style="list-style-type: none"> <li>Reviewing and making recommendations to the Board of Directors on the delegation of Directors' powers to the principals, individuals and committees.</li> </ul> </li> </ul>	R
<ul style="list-style-type: none"> <li>To discharge the Director's responsibilities with respect to preparing for, engaging with, and responding to the outcomes of Section 5 inspections.</li> </ul>	R
<ul style="list-style-type: none"> <li>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.</li> </ul>	D
<ul style="list-style-type: none"> <li>To arrange appropriate director training to ensure that Directors (and Academy Representatives) know and understand:               <ul style="list-style-type: none"> <li>The Ofsted framework for inspection, including the criteria for the effectiveness of governance;</li> <li>The requirements of the Board of Directors' Code of Practice; and</li> <li>Any other matter related to organisational development identified through an audit of the Board of Directors' knowledge, skills and experience or at the request of Directors.</li> </ul> </li> </ul>	D
<ul style="list-style-type: none"> <li>To prepare for the Board of Directors an annual summary report, which reviews how the committee has discharged its responsibilities to promote organisational development, in order to benefit the pupils of the academies and their learning, formation, attainment and progress.</li> </ul>	D