



Transforming Lives

EDUCATIONAL TRUST

People Committee Terms of Reference

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1 – Introduction

- 1.1 Transforming Lives Educational Trust (the “Trust”) is a charitable company limited by guarantee, (company number 07515832) and is an exempt charity. For the purpose of company law, the Trustees of Transforming Lives Educational Trust are Directors of the charitable company.
- 1.2 The Trust is formally recognised by the Secretary of State for Education as a Multi-Academy Trust in accordance with the [Academies Act 2010](#) and through the contractual instrument of the [Transforming Lives Educational Trust Master Funding Agreement](#).
- 1.3 The Terms of Reference as set out below are general in content and form part of a suite of documents adopted by the Transforming Lives Educational Trust (TLET) as the governance framework for the oversight and management of TLET’s community of academies. The principal aims of the Trust Board are to:
 - Ensure clarity of vision, ethos and strategic direction;
 - Hold executive leaders to account for the educational performance of the organisation and its pupils, and the effective and efficient performance management of staff;
 - Oversee the financial performance of the organisation and make sure its money is well spent.
- 1.4 The Trust’s charitable purpose is to advance education in the United Kingdom for the public benefit. To this end, the Trust has articulated its strategy (The TLET Way) including three ambitions – Nurture Potential, Delivery Excellence, Inspire Community. The Trust Board will oversee the delivery of the Trust’s strategy through an integrated system of governance, including sub-committees.
- 1.5 The Terms of Reference as set out here must be read in conjunction with the Trust’s governance framework documents. These include the Trust’s internal documentation and pertinent external publications. For a list of Related Documents, see p. 8.

2 – Context

- 2.1 The Trust Board has established a People Committee to provide independent assurance of matters related to staffing, wellbeing, workforce development and HR policies, and support for the CEO and TLET Leadership group.
- 2.2 The People Committee is a subcommittee of the Trust Board.

3 – Purpose

- 5.1 In support of the Trust Board’s core functions, the purpose of the People Committee is to monitor and ensure the effective management of all employment-related matters. Specifically, this will include:
 - Overseeing recruitment and retention strategies.
 - Monitoring staff wellbeing and workload.
 - Reviewing and recommending HR policies (e.g., pay, appraisal, disciplinary, grievance).
 - Monitoring compliance with safer recruitment and safeguarding requirements (in liaison with the safeguarding governor).
 - Overseeing performance management, succession planning, professional development and training.
 - Receiving reports from leaders on staffing structure and workforce planning.

- Monitoring equality and diversity in staffing.

5.2 It shall oversee matters relating to all staff – teaching and non-teaching – and ensure that there is a fair and balanced approach across both of these staff groups.

4 – Scope and remit

The People Committee will maintain a rolling agenda which will be reported to the Board on a regular basis. The People Committee shall:

4.2.1 Recruitment, performance management and development

- Monitor implementation of effective safer recruitment processes and the utilisation of probationary periods.
- Monitor implementation and impact of CPD policies and activities, through reviewing evidence of changing practice in professional development.
- Monitor implementation and impact of career planning and development.
- Monitor Trust-wide staff retention, promotion and regretted attrition.
- Provide oversight and scrutiny of budgets and costs relating to recruitment, staff retention, and professional development across the trust.
- Monitor professional development to review whether it is derived from evidence of need and aligned to the school and trust improvement plan.

4.2.2 Remuneration

- Desktop reviews confirm that performance reviews of Trust Executive and Academy Leaders are conducted as per the TLET Pay Policy and TLET People Potential Policy, and in accordance with ESFA regulatory requirements.
- Arbitrate on Pay Award appeals in accordance with TLET Pay Policy.
- Review all policies and work instructions pertinent to remuneration standardisation in line with scheduled review dates.

4.2.3 Communication

- Monitor implementation and impact of TLET values, standards and principles across the Trust and their impact on staff engagement and wellbeing.
- Appraise the intent, implementation and impact of stakeholder messaging across the Trust.

4.2.4 Staff wellbeing and engagement

- Monitor the implementation and impact of staff management practices and communication.
- Monitor the use, evaluation and impact of staff surveys.
 - Including reviewing evidence on professional learning culture.
- Monitor the impact of remuneration, performance management, estate management and communication practices on staff wellbeing.
- Monitor and manage Nurture Potential risks in the Trust Risk Register.

4.2.5 Staff discipline, capability and grievance

- Monitor the effectiveness of discipline, capability and grievance processes managed by the Trust.
- Receive reports from the Executive regarding discipline, capability and grievance cases undertaken across the Trust, together with any lessons and management actions that result.
- Receive reports from the Executive regarding rates of absence, including instances of repeat or extended absence.

5 – Composition

5.3 The People Committee shall comprise a maximum of 5 and no fewer than 2 Trustee members.

- 5.4 The Chair of the People Committee will be selected annually by the Trust Board from any of its members.
- 5.5 All People Committee members will be non-executive and appointed to the People Committee by the Trust Board, on the recommendation of the Chair of the Trust Board.
- 5.6 The Trust Board may also appoint or co-opt one or more independent external non-voting members. The members of the People Committee may recommend such appointments to the Trust Board.
- 5.7 The Director of Operations and the Director of Education will attend People Committee in a non-voting capacity. Other senior managers may attend depending on the agenda and at the discretion of the People Committee Chair.

6.– Rights

- 6.1 The People Committee shall be entitled to:
- sufficient resources to carry out its duties;
 - specialist ad-hoc advice, subject to confirmation from the Board that funds are available;
 - seek any information it requires in order to perform its duties from any employee of the Trust;
 - call any employee to be questioned at a meeting of the People Committee as and when required.

7.– Other Matters

- 7.1 The Chair of the People Committee shall meet periodically with Trust leaders with responsibility for HR operations and people matters outside the formal People Committee meetings. The Chair of People Committee shall also meet as necessary with the Chair of the Trust Board.
- 7.2 The People Committee shall arrange for periodic reviews of its own performance, including periodic self-assessment and external independent review, and review its constitution and Terms of Reference at least every three years to ensure that it is operating at maximum effectiveness, recommending any changes it considers necessary to the Trust Board for approval.
- 7.3 All People Committee members are expected to undertake an appropriate programme of engagement within the Trust to help them understand its objectives, business needs, priorities and risks. This should be facilitated by the CEO, as necessary.
- 7.4 The Trust Board will ratify the role and Terms of Reference of the People Committee and ensure alignment with the Trust's wider systems of governance.

8.– Term of Office

- 8.1 The term of office for People Committee members will be for a period of 3 years, extendable for up to a maximum of a further 3 years at the discretion of the Trust Board. People Committee members who are members of the Trust Board may stand down with the consent of the Trust Board and their service will discontinue if they no longer serve as members of the Trust Board.
- 8.2 When the term of the Chair of the People Committee is due to expire, a managed transition process will be followed.

9.– Governance Professional

- 9.1 The Chair of the Trust Board shall ensure a governance professional (clerk) is available to service People Committee meetings.
- 9.2 The clerk shall not be a Trustee.

10.– Quorum

- 10.1 A duly convened meeting of the People Committee at which a minimum of 2 voting members must be present to be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the People Committee. If the meeting is not quorate, any matter decided by the People Committee will only be a recommendation and must be ratified by the Trust Board.
- 10.2 The Chair of the Trust Board may nominate alternative Trust Board delegates if sufficient members of the People Committee cannot attend a meeting.
- 10.3 When matters are decided by the People Committee through a vote, the Chair shall have a casting vote in the event of an equal division of votes.

11.– Reporting and Responsibilities

- 11.1 The People Committee Chair will formally report to the Board after each meeting. This will usually be done by submitting a copy of the draft minutes with the People Committee Chair highlighting any significant matters which the People Committee considers relevant to draw to the Trust Board's attention.
- 11.2 The People Committee shall prepare an annual schedule of work (SoW) which is ratified by the Trust Board at the commencement of each Academic year.

12.– Frequency and Conduct of Meetings

- 12.1 The People Committee will meet as often as is necessary to fulfil its responsibilities but no less than twice a year.
- 12.2 Meetings can be facilitated via video conferencing, or via a blended approach of in-person and video. This is at the discretion of the Chair of the People Committee.
- 12.3 All meetings will be chaired by the Chair of the People Committee. In the absence of the Chair the remaining members present shall elect one of their number to chair the meeting.
- 12.4 The People Committee may ask any or all of those who normally attend but who are not members to withdraw from the discussion of particular matters to facilitate open and frank discussion.

13.– Attendance at Meetings

- 13.1 Trustees shall attend People Committee meetings at a level of attendance so as to ensure proper business practice and continuity.
- 13.2 Sustained irregular attendance will prompt an attendance review with the Chair.
- 13.3 Members of the People Committee may ask any other officials of the organisation to attend to assist it with its discussions on any particular matter.
- 13.4 A register of attendance shall be kept for each People Committee meeting and published annually.

14.– Notice of Meetings

- 14.1 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the items to be discussed and any relevant papers shall be sent to the People Committee via GovernorHub and all other persons required to attend, no later than five working days before the date of the meeting.
- 14.2 In addition to its scheduled meetings, further meetings of the People Committee may be called by the clerk at the request of the Trust Board or of the Chair of the People Committee.

15.– Minutes of Meetings

- 15.1 The governance professional (clerk) will arrange for a record of the proceedings and decisions of each meeting to be made, including the names of those present and in attendance and any declarations of conflict of interest.
- 15.2 Draft minutes of the meetings shall be sent to the Chair of the People Committee for approval and then circulated to members of the People Committee and any attendees via GovernorHub within twenty working days of the meeting taking place.
- 15.3 The minutes are ratified and marked as a true and accurate record by the People Committee at its subsequent meeting.
- 15.4 Electronic copies of approved minutes shall be filed by the clerk on GovernorHub under the specific People Committee folder.
- 15.5 The Trust Board will review these Terms of Reference to ensure that they remain fit for purpose and support the working practice of the Trust, subject to regulatory change requirements. Any changes shall be approved by the Trust Board.

16 – Monitoring of Terms of Reference

- 16.1 The Trust Board will review these Terms of Reference to ensure that they remain fit for purpose and support the working practice of the Trust, subject to regulatory change requirements. Any changes shall be approved by the Trust Board

Related Documents

[TLET Articles of Association](#)

[TLET System of Governance and Working Practices](#) [TLET](#)

[Scheme of Delegated Authority](#)

[TLET Master Funding Agreement](#)

[TLET Declaration of Pecuniary and Personal Interests](#) [TLET](#)

Strategic Plan

TLET Pay Policy [TLET](#)

Appraisal Policy

[Working Together to Safeguard Children](#)

[Keeping Children Safe in Education](#)

[Charities Statement of Recommended Practice](#)

[The ESFA Academy Trust Handbook](#) (updated annually) [ESFA's](#)

[Accounts Direction](#)

[The DfE Guidance: Multi-academy Trust Resources](#) (periodically updated).

[The Ofsted Education Inspection Framework](#)

[The DfE Governance Handbook](#) – an essential resource for governors and Trustees outlining roles and responsibilities for those governing. It also details the legal duties of the governing board of all state schools in England.