

People & Remuneration Committee Terms of Reference

Introduction

The Committee's main functions are to oversee the Trust's People strategy, review related HR data, core staff management, and the implementation of pay, reward policies and associated benefits.

The Committee will have delegated authority to consider the performance management of and the appropriate principles to be applied to the Trust's Executive leadership pay progression, and it will do this at its first meeting each academic year. All final decisions regarding remuneration, must be referred to the Board for approval. For the purposes of this document, this will include the remuneration of the Executive Principal, Headteachers and the Director of Governance.

The Committee will also form a Pay Appeals panel in response to staff who wish to appeal the decision on the recommendation of their pay (see Pay Appeals Procedure at the end of this document).

Membership & Proceedings

The Committee will be made up of Trustees with relevant knowledge and experience. Employees of the Trust will not form part of the membership. The Chair of the Trust will be a member of the Committee, however as they perform day to day line management responsibility of the CEO, the Chair role will be separated.

The CEO will be in attendance for all meetings. In terms of recommendations on the process of performance management and pay, for post holders other than themselves. Other key staff such as the Chief Financial & Operating Office (CFOO) and/or HR Director (HRD) will also be present as required in respect of HR, policies, budget and operations.

The Committee will meet termly, and as required. There will be two meetings in the autumn term, the first will be earlier in the term to consider performance and pay for the Executive team and the Trust wide pay policies.

Meetings will be convened by the Director of Governance and Part II minutes will be drafted and shared with the Board at their next meeting under a confidentiality item.

A quorum shall be three Trustees.

The Chair and the Deputy Chair will be proposed annually to the Board.

People

- Consider and monitor the Trust's People strategy and the policies, procedures and plans to deliver the strategy.
- Ensure a strategic view of the Trust's employee value proposition to effectively position HLA as a strong local employer in reference to the Trust's aims and objectives.
- Review relevant sector benchmark data in relation to recommendations that are presented to the Committee.
- Monitor HR data including KPIs on key staff metrics such as staff turnover and staff absence.
- Oversee any external reporting such as staff equality data and gender pay gaps and report these to the Board.
- Oversight of an effective framework for Trust leadership development and performance management.
- Receive updates on Trust-wide CPD programmes, including arrangements for the development of staff and new career teachers.

Executive Pay Decisions and Performance Management

The Committee will operate in accordance with the principles and standards for academy trusts as stipulated in the Academy Trust Handbook (ATH) and pay arrangements for schools and sixth form colleges included in the relevant Trust policy.

The Committee will seek to ensure that annual decisions and recommendations made are aligned to the pay cycle and policy. For Executive this includes pay allowances, benefits and pension eligibility.

All decisions should be transparent and proportionate and clearly evidence based, in line with budget and affordability factoring in equality of opportunity.

The People & Remuneration Committee will:

- Advise the Board on the appointment of the Executive, as well as the Executive Principal, other Principals and Headteachers.
- Make recommendations on the salary of new Executive roles, as well as the Executive Principal, other Principals and Headteachers.
- Receive recommendations from the CEO on Executive performance and progression.
- Review salaries of the Executive where there has been significant change to the role, as well as including the Executive Principal, other Principals and Headteachers.
- Consider structural changes that may impact Executive roles.
- Receive recommendations from the CEO regarding school Headteachers' performance management and progression along the pay spine.
- Receive recommendations on the CEO's performance and progression from the Chair of the Board and share the CEO's targets with the Board annually after review at the Committee's first meeting of the academic year.

- During transitional arrangements, review the remuneration for a member of SLT acting or taking responsibilities expected of the Principal/Headteacher.
- Receive recommendations on the Director of Governance's performance and progression from the Chair of the Board.
- Monitor the framework for Trust leadership performance management.
- Review Executive salaries including relevant benchmarking data and sector trends, seeking external advice where appropriate.

Other Pay Decisions

The Committee will be appraised of performance management and pay processes across the Trust using appropriate evidence presented to the Committee at relevant points.

The Committee will report to the Board on the national position of teacher and support staff pay and nationally agreed pay awards which are approved within the agreed budget.

The Committee will also deal with any other matters relating to pay, performance management and employment as may be referred by the Board.

Pay Appeals

The Committee will hear/review representations from any member of staff (except the Executive) who wish to appeal a pay decision. The decision must be referred in the first instance to the Executive Principal or Headteacher.

Grounds for appeal:

- (a) incorrectly applied the relevant pay policy
- (b) incorrectly applied any provision of the obligations within the STPCD or the NJC pay and conditions
- (c) failed to have proper regard to statutory guidance
- (d) failed to take proper account of relevant evidence
- (e) took account of irrelevant or inaccurate evidence
- (f) was biased or,
- (g) unlawfully discriminated against the member of staff

If the member of staff feels they have grounds for an appeal, they will be given the opportunity to make representations, including presenting evidence, calling witnesses, and the opportunity to ask questions at a formal meeting with the Remuneration Committee, who will make the final pay determination. Staff have the right to be accompanied by a union representative. 10 working days' notice of the meeting will be given. Following this meeting the person (or panel) will make a pay determination that will be communicated to the members of staff in writing within 5 working days.

Where there is an appeal involving an Executive, this should be referred to the Board.

Policies

The Committee will monitor all policies as delegated from the Board in the policy schedule appended to the Scheme of Delegation. In particular, the Committee will ensure compliance with the Financial Scheme of Delegation and the ATH.

Authority

The Committee will encourage a culture within the Trust whereby each individual feels that they have a part to play in guarding the probity of the Trust and is able to take any concerns or worries to an appropriate member of the Executive team or in exceptional circumstances directly to the Board.

The role of Local Governing Bodies

In accordance with the agreed Trust Scheme of Delegation, LGB Chairs will be consulted on with regards to the performance management of the Executive Principal and Headteachers in their College/School. This will help the Committee form a view on appropriate remuneration and ongoing professional development.

The Committee may also ask an LGB Chair to form part of a pay appeals panel, as long as Trustees are in the majority.

This document links to the HLA Scheme of Delegation and the Financial Scheme of Delegation.

To be agreed annually by the Board. Revised Summer 2026