Terms of Reference

Pay and Performance committee

Approved by Trust Board (date)	**July 2026**
Version Number	**V4**

Table of revision	
May 24	Under item 1: removed – 'Consider the criteria for pay progression for the CEO.'
	Under item 1: removed 'Decide the Trust's approach towards the exercising of pay discretions.' and placed this under the TB's ToR instead
	Under item 1 removed 'Identify and consider budgetary implications of pay decisions, report these to the Finance, Risk and Audit committee and consider the implications on the Trust's spending plan' and placed under TB's ToR instead, removing the reference to FAR.
	1.17: replace 'ensure' with 'Confirm' Removed 'confirm pay outcomes in writing' and added 'and such statements are signed by staff to confirm pay outcomes'
	2.3 added 'in order to carry out its functions, seek any information it requires from any employee, through the Chief Executive and all employees are directed to cooperate with any request made by the committee.'

	Reports received and working documents: added 'CEO PM recommendations from the PM panel' and 'this list is not exhaustive'
July 2026	UPR revised to UPS
	Attendance revised from 80% to 100%
	Under item 1- removed Determine the salary levels for the different levels of role at Leadership level within the Trust: CEO and Executive Team, Head teachers, Deputy Head teachers and Assistant Head teachers and Heads of School.
	Under item 1 revise paragraph to include Executive Headteachers
	1.4 – remove and Deputy or Assistant Head teachers

The overall purpose of this committee is to assist the Trust Board in its statutory duty to consider an increase in salary for Senior Leaders and the Executive Team; ensure appropriate levels of pay are set for different roles; ensure compliance with policy and government direction and to ensure there is an appropriate link between pay and appraisal.

1. The committee will:

1.1 Have regard to the STPCD (School Teachers Pay and Conditions Document), the Trust's Pay Policy and the Trust's Appraisal and Capability Procedures when making any decision about teaching staff pay and performance.

1.2 Have regard to the Trust's Pay Policy and the Trust's Appraisal and Capability Procedures when making decisions about non-teaching staff pay and performance.

1.3 Receive a recommendation for approval from the CEO with regard to the criteria for pay progression for Headteachers and Executive Headteachers within schools and the Executive Team.

1.4 Receive recommendations from the CEO about whether or not Executive Headteachers and Head teachers within the Trust should receive a salary increase as a result of changed responsibilities aligned to Trust policies and the responsibilities of each post by November the 30th at the latest.

1.5 Approve the recommended salary increases for Head teachers, where appropriate, and recommend those approvals to the Trust Board for full ratification.

1.6 Consider all threshold recommendations from the CEO for teaching staff and approve those recommendations when it is appropriate to do so.

1.7 Recommend all threshold applications, that meet the criteria, to the full Trust Board for ratification.

1.8 Receive recommendations from the CEO for Executive Team salary increases aligned to Trust Policy and the responsibilities assigned to each post.

1.9 Approve Executive Team salary increases, when appropriate, and make a recommendation to the Trust Board for full ratification by Trustees.

1.10 Determine the salary of the CEO and determine whether, or not, the CEO should receive a salary increase based on performance management indicators and the Trust's Pay Policy and with regard to any recommendation from the Trustees who have conducted the CEO's appraisal.

1.11 Receive Performance Management Information from the PM panel, in respect of the CEO, by 30th November at the latest.

1.12 Assure themselves that appropriate arrangements for linking appraisal to pay are in place and can be applied consistently, and that pay decisions can be objectively justified.

1.13 Review and approve for recommendation to the Trust Board the Trust's Pay and Performance Policy and the Trust's Appraisal and Capability Policy.

1.14 Review and approve for recommendation to the Trust Board all other Trust policies related to pay and performance of staff.

1.15 Receive a report from the CEO on the pay and appraisal of teaching staff and non-teaching staff within Trust schools.

1.16 Confirm that arrangements are made to issue salary statements to teaching staff and such statements are signed by staff to confirm pay outcomes, as detailed in the Trust Pay policy. Such confirmation must statutorily be within one month of the determination.

1.17 Comply with all statutory and contractual obligations.

2. The committee may:

2.1 co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience. Such additional members do not count towards a quorum and do not have authority to vote on any matter.

2.2 procure specialist ad-hoc advice relevant to the work of the Committee at the expense of the organisation, subject to budgets agreed by the Board.

2.3 in order to carry out its functions, seek any information it requires from any employee, through the Chief Executive and all employees are directed to cooperate with any request made by the committee.

Committee Notes:

- It is good practice to separate the roles of those that recommend a performance management outcome and those that determine the pay impact of that outcome. Therefore, it is recommended that the members of this committee should not also be part of the performance management process for the CEO.

- Members of the Pay and Performance committee cannot be involved in any Pay Appeal Committee which arises as a result of their determinations.

- In the majority of circumstances, the CEO will present recommendations to the Trust's Pay and Performance committee, but if the Trust's Pay policy permits, recommendations to the Pay and Performance committee may be received from each performance management reviewer.

- The Pay and Performance committee are required, following each meeting, to confirm to the next full Trust Board that the committee has met and to summarise the main points under discussion and the decisions taken. Such a report will be a summative overview.

Pay and Performance Committee	
Reports received & working documents	Prior meeting minutes STPCD KPIs Trust Financial Handbook Academy Trust Handbook Articles of Association Trust Pay Policy Trust Appraisal and Capability Procedure CEO PM recommendations from the PM panel This list is not exhaustive
Reports to	The Trust Board
Links to	Estates, HR and IT committee Finance, Risk and Audit committee Standards and Performance committee
Status	Standing (permanent) committee
Frequency of meetings	As required to make determinations about pay and performance
Minimum required attendance	66%
Chair	Appointed at each committee
Standing agenda items	Pay increase recommendations UPS applications Teaching and support staff pay and performance report
Minute taker	Head of Governance and Compliance
Quorum	Three Trustees not including the CEO
Committee performance review	Annual Review conducted by Chair of Trustees
Membership	At least 3 Trustees who should be the Chairs from: Standards and Performance committee Finance, Risk and Audit committee Estates, HR and IT committee **Note**: committee members will be excluded from membership of the Trust's Appeal Committee, where convened, to consider a pay appeal.