QUEENS' SCHOOL

Dare to be Great

Pay Committee
Terms of Reference

1. Purpose

The People and Pay Committee is a committee of the Board of Trustees. Its purpose is to provide strategic oversight and assurance on matters relating to staffing, pay, performance management, workforce wellbeing, and compliance with employment law and trust policies. It also plays a key role in setting and recommending executive pay to the Board.

2. Authority

The Committee is authorised by the Board to:

- Investigate any activity within its terms of reference.
- Seek any information it requires from staff or external advisors.
- Commission reports or reviews to support its work.
- Make recommendations to the Board on pay and staffing matters.

3. Membership

- Minimum of three trustees, with relevant HR or leadership experience where possible, excluding employees of the Trust.
- The Committee may invite senior leaders, including the CEO, HR Director, and CFO, to attend meetings (excluding discussions about their own remuneration).
- The Headteacher will attend proceedings of the Pay Appeals Committee for the purpose of providing information and advice (in the case of appeals relating to the Headteacher, this role will be assumed by the Chair of Trustees) but will not be a member of the Committee and may not contribute to any subsequent deliberations.
- The Chair of the Committee will be appointed by the Board.

4. Meetings

- At least two meetings per academic year.
- Additional meetings may be convened as required.
- Quorum: At least three trustees.
- The meetings will normally begin at 4.00 pm. Meetings should end at 5.00 pm.

- If the Chair realises that the meeting will run beyond 5.00 pm s/he will put to the meeting at 4.45 pm, or thereabouts, a motion to continue business as appropriate and the motion will be put to a vote. If the motion is defeated, items not completed by 5.00 pm will be held over to the next meeting.
- The Clerk to the Trustees will be the Clerk to the Committee and remind the committee of the dates of the meetings as fixed by the Board, support the Trustees and take the minutes.
- The chair will finalise the agenda in liaison with the Headteacher and clerk, who will arrange for circulation.

4. Voting

- Trustees will only be eligible to vote if they have no conflict of interest. No vote on any matter can take place unless at least three trustees are eligible to vote.
- A resolution in writing by this committee, which includes a resolution in electronic/digital form, will be valid and effective as if it had been passed at a meeting. This resolution must be circulated and signed by all Trustees members eligible to vote. Trustees must sign and return the relevant documentation circulated by a previously agreed method. It is not sufficient for Trustees to respond by stating their agreement only.

6. Responsibilities

a. Pay and Remuneration

- Review and recommend the trust's pay policy (including executive pay), ensuring compliance with the School Teachers' Pay and Conditions Document (STPCD) and other relevant frameworks.
- Oversee the annual pay review process, including leadership pay.
- Ensure pay decisions are fair, transparent, and aligned with performance and trust values.
- Review benchmarking data to ensure competitiveness, value for money and affordability.
- Receive assurance regarding pension arrangements, employer liabilities, exit packages and severance payments.

b. Executive Pay

- Agree the principles and process for setting executive pay, including for the CEO and other senior leaders.
- Ensure the process is evidence-based, transparent, and compliant with the Academy Trust Handbook.
- Consider external benchmarking, trust performance, and individual performance when determining pay recommendations.
- Recommend executive pay awards to the Board of Trustees for approval, ensuring decisions are clearly documented and justifiable.

c. Performance Management

- Monitor the effectiveness of the performance appraisal systems for teaching and support staff.
- Ensure performance management is linked to professional development, pay progression, and school improvement priorities.

- Review outcomes of senior leadership appraisals, including the CEO. D. Workforce Strategy
- Oversee the trust's workforce strategy, including recruitment, retention, succession planning, and talent development.
- Monitor staffing levels, structures, and deployment across the trust.
- Review staff wellbeing initiatives and monitor staff absence and turnover data.

e. Equality, Diversity and Inclusion

- Ensure compliance with the Public Sector Equality Duty (PSED) and employment legislation.
- Monitor progress against the trust's Equality Objectives relating to staff.
- Review workforce diversity data and challenge any disparities in recruitment, retention, or progression.

f. Policy and Compliance

- Review and recommend HR-related policies, including grievance, disciplinary, capability, and whistleblowing.
- Ensure compliance with employment law, safeguarding requirements, and safer recruitment practices.
- Monitor the effectiveness of staff induction and training programmes.

7. Reporting

- Report to the Board of Trustees after each meeting.
- Provide an annual summary of activities, findings, and recommendations.
- Escalate any significant concerns or risks to the Board promptly.

8. Review

- These Terms of Reference will be reviewed annually by the Committee and approved by the Board.

Trustee Approved: September 2026
Review date: September 2027