PAY & HR COMMITTEE – TERMS OF REFERENCE 2026/2027

1. Constitution

1.1 The Greensand Multi Academy Trust Board ("the Board") has resolved to establish a Pay & HR Committee ("the Committee") to advise the Board on matters relating to pay and conditions of staff within Greensand Multi Academy Trust ("the Trust"). The Committee has formal powers delegated by the Board to make decisions for the areas of responsibility outlined below and as set out in the Trust's Scheme of Delegation.

1.2 The Committee is responsible to the Board and reports directly to the Board.

2. Authority

2.1 The Committee is authorised to investigate any activity within these Terms of Reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any Member, Trustee, Governor, employee, external auditor, internal auditor or other assurance provider.

2.2 The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Board.

2.3 The Committee shall be required to maintain the strictest confidentiality.

3. Duties & Responsibilities

The Committee will exercise responsibility for, and oversight of, the following with respect to the Trust:-

Policies

3.1 Monitoring, reviewing and approving updates, as appropriate, to the Trust's Pay and Executive Pay Policies annually and advising the Board when those Policies have been updated;

3.2 Establishing, reviewing and monitoring a Trust-wide performance management/appraisal policy for all staff, ensuring it is robust and has as little impact as possible on staff workloads;

3.3 Advising and recommending revisions to those policies which affect staff, including but not limited to those which relate to recruitment, retention, record-keeping, induction, training, allegations against staff, equalities, discipline and grievance, professional conduct, professional development, charging and remissions, appraisal management, management of stress, trade unions, whistle-blowing and approving updates to those policies as appropriate;

3.4 Ensuring that the Trust's Pay and Executive Pay Policies and other staff-related policies and processes are equitably, fairly and consistently applied across the Trust and at school level;

3.5 Monitoring the communication and consultation of policies and processes to staff and reviewing feedback;

Pay & Performance Management

3.6 Proposing annually:-

3.6.1 the annual cost of living rises and pay scales for all staff;

3.6.2 the value of Teaching & Learning Responsibility (TLR) payments for teaching staff for the next academic/financial year; and

3.6.3 that the School Teachers' Pay & Conditions Document (STPCD) and Joint Union recommendations will be adopted for teaching staff. Surrey County Council pay will be mirrored for support staff on Surrey terms and conditions and National Joint Council for Local Government Services (NJC) pay for staff on NJC contracts. Respective support staff pay awards will also be taken into consideration for support staff on Greensand terms that sit outside of these ranges.

3.7 Being aware of the impact that pay decisions have on member schools' budgets;

3.8 Monitoring the outcomes of pay decisions;

3.9 Ensuring pay appeals are managed in line with the Trust's pay and appraisal policies;

3.10 Undertaking an annual performance review of the CEO of the Trust with reference to their objectives. These performance management review meetings will be conducted by the Chair of the Board, the Vice Chair of the Trust Board and one other Trustee ("the CEO Appraisal Panel");

3.11 In the event of the CEO exercising their right of appeal, forming an Appeal Panel consisting of two members of this Committee and another Trustee not involved in the original performance review;

HR

3.12 Receiving reports and making recommendations to the Board on all aspects of matters relating to staff within the Trust, including:

3.12.1 Reviewing and monitoring teacher and staff workload, absence and staff mental health and emotional wellbeing, equality, diversity, inclusion and belonging across the Trust;

3.12.2 Reviewing, monitoring, supporting and challenging the Trust's HR Strategy and Business Plan;

3.12.3 Considering, reviewing and monitoring succession planning, strategic workforce planning and resource models within the Trust, including the recruitment strategy and safer recruitment practices;

3.12.4 Reviewing reports from the Executive Team on staff structure and proposals for restructuring or redundancy and making recommendations to the Board in line with the Scheme of Delegation;

3.12.5 Conducting regular reviews of all recruitment and retention awards across the Trust and approving withdrawal of awards where the circumstances no longer justify their continued payment;

3.12.6 Participating in panels for appointing, suspension or dismissal of senior leaders as appropriate (in the Scheme of Delegation);

3.13 Monitoring that staff across the Trust are receiving and attending training and CPD beneficial to the Trust, its pupils and staff development, and that training is appropriate;

3.14 Reviewing the staffing element of the Trust development plan at least once per year;

3.15 Reviewing, considering and monitoring the Trust's apprenticeships strategy and ensuring it aligns with Trust employees' career development plans;

Legal & Procedural

3.16 Reporting to the Board on the progress of the Committee's business and making recommendations to the Board;

3.17 Ensuring that all decisions made pursuant to this Committee's business comply with relevant legislation that affects all employers (for example, legislation on equality, employment protection and data protection);

3.18 Keeping abreast of any relevant developments and observing all statutory, non-statutory and contractual conditions in respect of pay and HR matters and attending relevant training as appropriate.

4. Administration

4.1 The Committee will consist of at least three appropriately skilled and experienced Trustees (ideally with backgrounds in finance, HR or public sector governance). None of the Trustees serving on the Committee, other than the CEO, will be employed within the Trust.

4.2 The Committee will be quorate if three members are present.

4.3 The Committee will appoint a Chair ("the Chair"). The Chair cannot be employed by the Trust, and their term of office will be two years.

4.4 The Committee will meet once per term but may meet more frequently as required. The Chair or any two members of this Committee may call a meeting.

4.5 All Committee members have equal voting rights. In the event of an equal division of votes, the Chair shall have the casting vote.

4.6 The Trust's Finance & Operations Director and HR Director may be invited to attend Committee meetings, but will have no voting rights.

4.7 Administrative support will be provided by the Clerk to the Trust and the Lead Governance Professional as appropriate.

4.8 Agendas will be agreed in advance by the Chair, the CEO and the Director of HR (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to Committee members and attendees at least 5 working days in advance of the meeting.

4.9 Minutes of all Committee meetings will be taken and the reasons for all decisions clearly minuted. Committee minutes will be submitted in the next scheduled meeting of the Board once approved in draft by the Chair.

4.10 The Committee will review these Terms of Reference and self-assess its performance against these Terms of Reference on an annual basis.

4.11 The members of the Committee shall hold office for a term of 4 years.

4.12 The members of the Committee may resign from office or be removed from membership of the Committee on subsequent consideration by the Board.

4.13 The Board must not add to these Terms of Reference responsibilities that require the Committee to adopt an executive role, or its members to offer professional advice to the Board. The Committee should seek formal professional opinions from HR or professional advisers to the Board. Advice should only be given in Committee members' capacity as Trustees and only within these Terms of Reference.

Date reviewed and adopted by the Pay & HR Committee: 2nd November 2026

Date of next review: November 2027

Signed: …….
Sean Ruth, Chair of the Greensand MAT Pay & HR Committee