



**ELMLEA SCHOOLS' TRUST**  
**Pay and Performance Committee**  
**and**  
**CEO/Executive Headteacher Appraisal sub-committee**  
**Terms of Reference**  
**2022/2023**

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**Purpose**

To support the Board of Trustees in ensuring that the Pay and appraisal/performance management policy is implemented in a fair and objective manner, implementing arrangements and operation of the appraisal procedures for the Chief Executive Officer/Executive Headteacher.

**Membership**

The Pay and Performance committee will consist of the following trustees:

- Chair of Trustees (including both co-Chairs if relevant)
- Chair of Operations Committee
- Chair of Staffing
- Chair of Local Governing Body

This leaves the Vice Chair of Trustees available to chair any appeals panels,

The CEO/Executive Headteacher may attend in an advisory capacity.

The CEO/Executive Headteacher will withdraw when his/her salary is under consideration.

If other members of staff (e.g. Director of Finance and Operations) are invited to attend and are present, they will withdraw when the CEO/Executive Headteacher or their own salaries are under consideration.

The committee is authorised to invite attendance at its meetings from persons to assist or advise on a particular matter or range of issues.

A sub-committee named the Chief Executive Officer (CEO)/Executive Headteachers Appraisal Committee whom will undertake the CEO/ Executive Headteachers appraisal will be a minimum of two/maximum of three Trustees from members of Trustees who serve on the Pay and Performance Committee, which will be agreed annually, prior to the commencement of a new appraisal cycle.

**For the 2022/2023 Appraisal Year the following trustees will form the panel**

- Chair of Staffing
- Chair of Local Governing Body
- Co-Chair of Trustees
- The Trust's School Improvement Partner

**Quorum**

The quorum for each meeting shall be two trustees, one of which must be the Chair of Trustees.

## Meetings

Meetings to be held as required. Notice of at least one week must be given when convening additional meetings.

### **Terms of Reference (Pay and Performance Committee)**

The committee has the power to make its own decisions without referral to the Board of Trustees, except where the subject matter requires Board of Trustees consideration by law or as specified in the Trusts' Scheme of Delegation.

- To ensure the Pay Policy is implemented in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions
- To ensure the trust's Appraisal Policy for all staff is implemented and feedback received by the committee
- To implement the arrangements and operation of the trust's appraisal procedures for the CEO/Executive Headteacher.
- To undertake an annual pay review for each member of staff based on the criteria set out in the Pay Policy, the pay review will take effect from 1 September annually;
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Board of Trustees, as appropriate and at least annually;
- To work with the Trusts' appointed School Improvement Partner.

In the case of new appointments to the staff, decisions on starting salary will be delegated to the Head teacher.

In the case of a new head teacher appointment, the full Governing Body will determine the salary range prior to advert however the determination of the starting salary will be made by the Selection Panel under their delegated powers.

### **Terms of Reference (CEO/Executive Headteacher Appraisal committee)**

This is a sub-committee of the Pay and Performance Committee, for undertaking the CEO/Executive Headteacher Appraisal is given full delegation of responsibilities for the discharge of the following duties:

- Conduct and attend the performance management review for the CEO/Executive Headteacher in line with the Pay and Performance (Appraisal) Policy and with guidance from the School Improvement Partner.
- Have an understanding of pupil performance data, current priorities in the Trust schools Improvement Plans and emerging priorities to inform objectives for the CEO/Executive Headteacher.
- Monitor and evaluate with the support of the School Improvement Partner, that a fair and evidence based decision is reached about whether the objectives have been met and to set new objectives annually.
- Monitor and evaluate that objectives are relevant and realistic, unambiguously stated and measurable, indicating milestones and monitoring procedures.
- Complete a mid year review of the progress of objectives against milestones set.
- Recommend to the Pay and Performance Committee decisions about pay award and career progression.
- Ensure that the content of the CEO/Executive Headteacher's planning and review statement in preparation for the appraisal meeting, is drafted having due regards to the need to be able to achieve a satisfactory work/life balance.
- Report to the Board of Trustees the outcome of the on the CEO/Executive Headteacher including reporting on professional targets.



Following the review, the chair of this panel will make a recommendation to the Pay and Performance Pay Review panel.

### **Appeal process**

If the CEO/Executive Headteacher or any staff are dissatisfied with the procedure undertaken relating to appraisal/pay award details of the appeal process are published in the Elmlea Schools' Trust Pay and Performance (Appraisal) and Capability Policy.

### **POLICIES**

Ensure that Trust Policies, procedures and other relevant documentation assigned to the committee is reviewed on a timely basis and updated in line with current legislation.

### **RISK MANAGEMENT**

At each meeting, review the relevant part of the risk register, adding additional risks that the school(s) face. Consider the underlying causes of the key risks and ensure that the school leadership is taking appropriate action to mitigate the risks.

### **RECORDING AND REPORTING DECISIONS**

To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Board of Trustees.

### **CONFIDENTIALITY**

Any matter discussed in the committee may be deemed confidential until the Board of Trustees has been informed. Confidential items will be recorded and circulated in separate minutes.

### **ANNUAL REVIEW OF TERMS OF REFERENCE**

In Term 6 annually, the committee should review Terms of Reference to ensure that they have met and delivered their delegated duties, to cross reference them to the current Scheme of Delegation and to update both documents as necessary.

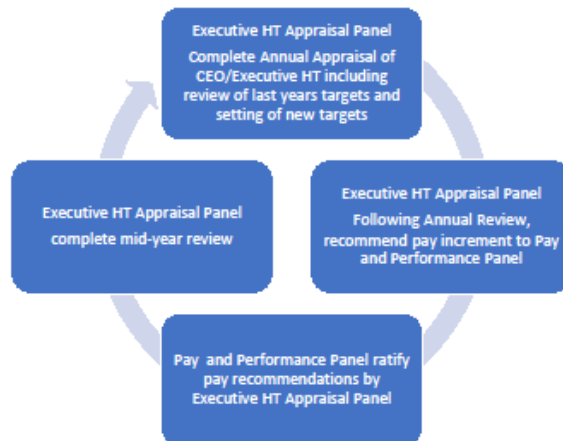
Following annual review, the terms of reference and any recommended amendments to the Scheme of Delegation should be submitted to the Board of Trustees for ratification by Board of Trustees at the T6 meeting.

### **DISPUTES**

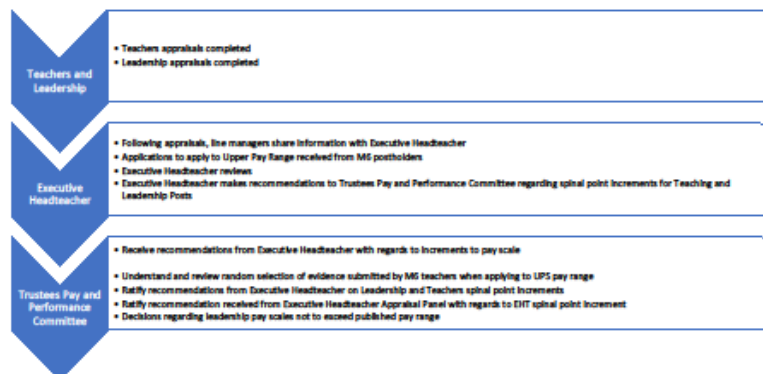
The Board of Trustees at its next meeting or if necessary, at a specially convened meeting will resolve any disputes within or between committees.

**PAY AND PERFORMANCE COMMITTEE AND EXECUTIVE HEADTEACHER APPRAISAL COMMITTEE ROLE RELATING TO PERFORMANCE AND PAY AWARDS**

**EXECUTIVE HEADTEACHER APPRAISAL COMMITTEE**



**PAY AND PERFORMANCE COMMITTEE ROLE**



**PANEL B – PAY APPEALS PANEL**

Any disputes received from members of staff will be received by "Panel B", trustees sitting on the Pay and Performance Panel must not be involved with "Panel B".

Appeals process is recorded in the Pay, Performance (Appraisal) and Capability Policy.

ELMLEA SCHOOLS' TRUST - TERMS OF REFERENCE	
Committee	Pay and Performance Committee
Terms of Reference Adopted	June 2022
Review cycle	Annually
Review date	Summer Term 2023