



Remuneration and People Committee Constitution and Terms of Reference 2025

The Link Academy Trust is a company limited by guarantee and an exempt charity, regulated by the Department of Education (DfE). All Members of the Board of Trustees are also Directors of the exempt charity; the term 'Trustee' used in this Policy also means Director.

1. **Constitution**

The Board of Trustees of the Link Academy Trust has established the Remuneration and People Committee. The Constitution and Terms of Reference should be reviewed annually; any amendments must be approved by the Board of Trustees.

2. **Membership**

The Board of Trustees will appoint a Trustee to chair the Remuneration and People Committee. Membership will include a minimum of three Trustees; the Chief Executive Officer will be a member except for those items which relate to their own employment and conditions of service. The quorum shall be a minimum of two non-Executive Trustees.

3. **Attendance at Meetings**

The HR Operations Manager will attend the Committee's meetings. Other officers be invited to attend according to the agenda and business to be discussed.

4. **Frequency of Meetings**

The Remuneration and People Committee will normally meet four times per academic year.

5. **Authority**

The Committee is authorised to approve expenditure within the levels agreed by the Board of Trustees, in accordance with the Link Academy Trust's Scheme of Delegation, Financial Handbook, funding bodies' and other legal requirements.

6. **Duties**

6.1 The Remuneration and People Committee reviews the People and Well Being action plan in line with the Trust Evaluation document sub category and will monitor its delivery and progress in achieving its desired outcomes.

6.2 The Remuneration and People Committee oversees the annual Staffing Needs Analysis in line with the Trust's approved Strategic Plan and ensures the Finance and General Purposes Committee has accurate data for inclusion in the budget and financial forecasts. The Committee approves middle management structures, recommends senior management structures to the Board of Trustees, and supports the Senior Leadership Team in restructuring and redundancy discussions.

- 6.3 The Remuneration and People Committee, together with the Senior Leadership Team, will review professional development across the Trust to evaluate whether objectives are met and opportunities are provided fairly. The Committee will also review strategies for leadership development and succession planning.
- 6.4 The Remuneration and People Committee will review and approve the Trust's performance management systems ensuring their effective operation.
- 6.5 The Remuneration and People Committee will review appraisal documentation for teaching staff and the Senior Leadership Team to moderate objectives and targets in accordance with the Trust's strategic and improvement plans. Where appropriate, the Committee will review recommendations for salary increments or enhancement to a higher pay scale and approve these, subject to satisfactory evidence.
- 6.6 The Remuneration and People Committee will be responsible for conducting Formal Capability Hearings in line with the Trust's Capability Policy, and Stage One Formal Pay Appeals in line with the Trust's Pay Policy
- 6.7 The Remuneration and People Committee will be responsible for appointing a panel each year to undertake the appraisal of the Chief Executive Officer and will undertake benchmarking exercises when reviewing its approach to executive remuneration, prior to making pay recommendations for Board of Trustees approval.
- 6.8 The Remuneration and People Committee will approve the arrangements for the appraisals of the Deputy Chief Executive Officer, the Director of Education, and the Governance Professional/Clerk to the Trustees and, where relevant, propose targets and any salary changes to the Board of Trustees for approval.
- 6.9 The Remuneration and People Committee will oversee the general HR practice as it applies to all staff and will take responsibility for reviewing as required all HR policies, procedures and contracts which affect all Trust staff, including recruitment, appointment, absence, grievance, discipline, equality of opportunity, promotion, training and career development.
- 6.10 The Remuneration and People Committee will ensure that all procedures relating to recruitment, selection and appointment of all staff follow relevant statutory guidance and Trust policies and will have oversight of recruitment statistics, including monitoring of equality, diversity and inclusion.
- 6.11 The Committee will monitor staff attrition and absence rates and will review the effectiveness of current initiatives supporting staff wellbeing and workload. The Committee will gain and review staff voice annually through analysis of staff surveys and other relevant channels and will make recommendations to the Senior Leadership Team as appropriate. Regular reports on staff wellbeing from the Local Advisory Committees will also support this process.
- 6.12 The Committee will review strategic risks within the Committee's areas of responsibility, as set out in the Trust's Risk Register.
- 6.13 The Committee will review or investigate any other matters in relation to staffing and HR referred to the Committee by the Board of Trustees,

7. Compliance

Annual pay reviews/awards				
DCEO Appraisal				
CEO Appraisal				
Staffing				
Staff deployment, absence, retention				
Equality Act – comply with all aspects of discrimination law				
Growth and Succession Planning				
Recruitment				
Attrition Rates				
Strategic Plan				
HR Policies				
Terms of Reference				

8. Communication and Reporting Procedures

Minutes of the Committee will be circulated to the Board. Confidential and personal details will be reserved for Part II minutes. The Committee will make recommendations relating to the Chief Executive to the non-Executive Trustees for approval.

9. Clerking Arrangements

The Clerk to the Trust will clerk the Committee with the Governance Professional's support.

Reviewed by Remuneration and People Committee: 21st November 2025

Board of Trustees: Approved 15 December 2025