

Meeting of the South Bank Academies Remuneration Committee

2.00 pm on Wednesday, 30 September 2020
in MS Teams

Agenda

| <i>No.</i> | <i>Item</i> | <i>Pages</i> | <i>Presenter</i> |
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| 1. | Welcome and apologies | | HM |
| 2. | Declarations of interest | | HM |
| 3. | Minutes of previous meeting | 3 - 6 | HM |
| 4. | Matters arising | 7 - 8 | HM |
| | Items to discuss | | |
| 5. | Approach to senior pay | 9 - 12 | FM |

Date of next meeting
3.30 pm on Tuesday, 15 December 2020

Members: Hilary McCallion (Chair), David Phoenix and Lesley Morrison

Apologies:

In attendance: Michael Broadway and Ciara Carroll

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**Minutes of the meeting of the South Bank Academies Remuneration
Committee
held at 11.00 am on Thursday, 23 July 2020
MS Teams**

Present

Hilary McCallion (Chair)
Lesley Morrison

Apologies

David Phoenix

In attendance

Michael Broadway
Jacqui Collins
Dan Cundy
Fiona Morey

1. Welcome and apologies

The Chair welcomed the Committee Members to the meeting and confirmed that the meeting was quorate.

2. Declarations of interest

It was noted that both Dan Cundy and Jacqui Collins have an interest in the policy under discussion at this meeting.

3. Minutes of previous meeting

The committee approved the minutes of the meeting held on 5 December 2019.

4. Matters arising

Dan Cundy and Jacqui Collins left the meeting.

The CEO suggested that the Executive Principal's targets are circulated outside the committee meeting. Due to the Covid-19 pandemic, the performance and evaluation process for 2019-20 has been impacted. The committee noted that due to the pandemic student exams had not taken place. Based on the teacher-assessed grades submitted to the exam boards (?), the Executive Principal would have met his targets for student achievement. However, the teacher assessed grades could potentially be moderated downwards.

It was agreed that the Executive Principal's targets and performance are reviewed again with an objective view taken of the impact of the pandemic.

The committee also discussed the Business Manager's objectives, noting that she is currently on probation. Usual probation procedure had been suspended due to the changes in normal processes enforced by the pandemic. Advice will be sought from the Group Chief People Officer and an update will be brought to the next meeting.

The committee requested an additional meeting in September 2020 to discuss the senior management bonus scheme.

Dan Cundy and Jacqui Collins rejoined the meeting

5. **Updated pay policy**

The committee discussed the updated pay policy. The pay policy and structure currently in place lacked clarity and had led to issues in the past. At its meeting of 7 July 2020, the Board had requested the Remuneration Committee to review the policy. It was noted that the support staff pay policy will be reviewed next year.

The committee noted that extensive consultation with staff had taken place, with support from the Chairs of the SABs.

The main intention of the change of the policy is to align the Trust with national pay scales. The Trust is not bound by these scales but will closely mirror them in its own clearly distinguished scales. The aim is to create a pay framework that attracts high performing graduates and quality candidates who are seeking a career change. Additional management and leadership responsibilities will also be rewarded. This will eliminate the lack of competitiveness in teachers' pay compared to other sectors, particularly as the demand for teachers increases in tandem with pupil numbers.

The committee noted that the Government had agreed a teachers' pay award for 2020/21 of 5.5% for the minimum pay range, 2.5% for the maximum and 2.75% for the rest of the scale. The Government's aim is for the starting salary of a new teacher in 2022 to be £30K. The Government wishes teaching to become a profession of choice and therefore the Trust wishes to be the employer of choice.

The objectives of the new pay policy were:

- To reflect the market-recognized value of the teaching role through harmonization with national pay scales
- To provide a Teaching and Learning Responsibility (TLR) management allowance
- To provide an additional responsibilities allowance
- To create an expert teacher scale for highly capable, experienced teachers

An assimilation exercise has been proposed to move everyone up to the next pay scale. The financial impact of this exercise is estimated at £37K for UAE and £4K for UTC (excluding any cost of living increases).

Middle leaders will receive an additional payment through a TLR allowance and the leadership will be benchmarked against the London sector. It was confirmed that no-one will be worse off on the basis of these changes.

The pay scales included in the policy will be set by the Board. Individual salary decisions are delegated to the Principals, along with pay progression decisions.

It was clarified that trustees would only be involved in appeals if they relate to senior level staff and the appeal would be heard by a panel of trustees, rather than the remuneration committee, to prevent any conflicts of interest.

The committee felt that the commitment to professional development and progression within the policy would help to promote the benefits of working with the Trust. The committee was concerned that the cost uplift be included in the budget and asked whether there was a role for the remuneration committee in this process. They were assured that staffing costs are built into the budget on an annual basis.

The committee supported the policy for approval by the Board and requested management to review the following:

- Ensuring that leaders receive training on how to conduct appraisals
- Conducting an equality impact assessment of the policy to ensure that it has a positive result
- Ensuring that the criteria for consideration on the Expert Teacher scale are rigorous

The committee noted that under the new policy a committee meeting would be required in autumn 2020 to receive assurance on the appraisal process.

6. Committee terms of reference

The committee noted its terms of reference which were in the process of being reviewed.

**Date of next meeting
11.00 am, on Wednesday, 30 September 2020**

Confirmed as a true record

.....

..... (Chair)

**SOUTH BANK ACADEMIES REMUNERATION COMMITTEE - THURSDAY, 23 JULY 2020
ACTION SHEET**

| Agenda No | Agenda/Decision Item | Action | Date Due | Officer | Action Status |
|------------------|-----------------------------|---|-----------------|------------------------------|----------------------|
| 4. | Matters arising | Update on objectives and performance of Trust staff to be brought to next meeting Set additional meeting in September 2020 to discuss senior management bonus scheme | | Fiona Morey Ciara Carroll | To do To do |
| 5. | Updated pay policy | Item on December agenda for board to receive assurance on the appraisal process | | Ciara Carroll | To do |

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Agenda Item 5

| | CONFIDENTIAL - RESTRICTED TO MEETING PARTICIPANTS |
|------------------|--|
| Paper title: | Approach to senior pay |
| Board/Committee: | SBA Remuneration Committee |
| Date of meeting: | 30 September 2020 |
| Author(s): | Fiona Morey SBA CEO |
| Sponsor(s): | Hilary McCallion |
| Purpose: | For Discussion |
| Recommendation: | The Board Committee is requested to note this report |

Executive Summary

The attached report provides the committee with an overview of the position regarding senior leaders at SBA and is presented to enable a discussion and review of senior leaders pay.

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Remuneration overview

In 19/20 the focus was on reviewing the Teachers pay Policy, this was an extensive piece of work carried out by the HR Director and ratified by the Board in June 2020. The focus of the review was to rebase the Teachers pay process to ensure consistency and transparency across the Trust and to ensure that we were well placed to recruit and retain highly quality teaching staff. The HR Director is going to undertake a similar review in 20/21 of support staff pay which will be brought back to remuneration committee and the Board.

Senior leadership pay

The 19/20 Teachers Pay review included the banding of the Principal and Executive Principal roles as outlined in Appendix A. All three senior Trust leaders are eligible for an incremental rise, given that they are not at the top of the scale within their current banding. Additionally, Dan Cundy is eligible for a bonus of 'up to 5%' as his contractual terms pre-date our teachers' pay policy. In all three cases, we are not tied to a one-point increase (see extract from pay policy below). When benchmarking the Principals leadership scale the HR Director considered the headteacher pay bandings around size of school, demographic, context and landscape.

All three will be awarded the 2.75% pay award as budgeted for.

Remuneration committee are invited to review the position in relation to senior leadership pay.

Pay Policy

'In the case of the Principal, the Executive Principal will carry out the appraisal and will make recommendation about pay. The decision about whether to accept pay recommendation will be made by a panel comprising the Chair of the School Advisory Board, the CEO and the School Improvement Partner, having regard to the appraisal report and in taking into account other factors as listed below. The Remuneration Committee, in considering a report from this panel, will make recommendations to the SBA Board in terms of ratification of the decision making process.

In the case of the Executive Principal, the CEO will carry out the appraisal and will make recommendation about pay. The decision about whether to accept pay recommendation will be made by a panel comprising the Chair of the SBA Board, a member of the Remuneration Committee and a School Improvement Partner, having regard to the appraisal report and in taking into account other factors as listed below. The Remuneration Committee, in considering a report from this panel, will make recommendations to the SBA Board in terms of ratification of the decision making process.

In the case of the Principal or Executive Principal, judgments of performance will also be considered against the school's development plan(s).'

20/21 Target setting

The committee will be asked to consider targets for the senior leaders for the new academic year. Recognition will need to be given to the challenges presented by the current context and COVID-19 and the impact of national policy and uncertainty around examinations.

Appendix A

| LEADERSHIP SCALE | | | |
|-------------------------|------------|-----------|-----------------|
| | | | |
| AVP | L14 | £ 64,344 | |
| | L15 | £ 65,747 | |
| | L16 | £ 67,295 | |
| | L17 | £ 68,663 | |
| | L18 | £ 70,194 | |
| | L19 | £ 71,742 | |
| | L20 | £ 73,328 | |
| | | | |
| VP | L21 | £ 74,949 | |
| | L22 | £ 76,618 | |
| | L23 | £ 78,318 | |
| | L24 | £ 80,074 | |
| | L25 | £ 81,867 | |
| | L26 | £ 83,699 | |
| | | | |
| P | L27 | £ 85,579 | |
| | L28 | £ 87,512 | Austin Sheppard |
| | L29 | £ 89,491 | |
| | L30 | £ 91,522 | |
| | L31 | £ 93,594 | |
| | L32 | £ 95,722 | |
| | L33 | £ 97,911 | John Taylor |
| | L34 | £ 100,140 | |
| | L35 | £ 102,436 | |
| | | | |
| EP | L36 | £ 104,776 | |
| | L37 | £ 107,194 | |
| | L38 | £ 109,648 | |
| | L39 | £ 112,131 | |
| | L40 | £ 114,742 | Dan Cundy |
| | L41 | £ 117,416 | |
| | L42 | £ 120,156 | |
| | L43 | £ 121,749 | |