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**Southwark Diocesan  
Board of Education  
Multi-Academy Trust**  
Developing Church of England Education

# HR POLICY HANDBOOK

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## TRUST DEVELOPMENT RESPONSIBILITY

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### 1. INTRODUCTION

As the Trust grows, it remains important that we maintain an agile staffing structure whilst continuing to develop and deliver a first-class service to our new and existing academies.

In the current climate, funding is unpredictable and with the imminent introduction of the National Funding Formula (NFF), the Trust needs to consider its strategic priorities and the best way of resourcing itself to deliver those priorities.

Since the formation of the Trust, it has always been our commitment to nurture and develop the talent that already exists within the organisation before considering external recruitment or commissioning. This approach ensures that we can harness and develop our staffs' God-given skills and offer them reasons to remain and grow within our family of schools. It also means that as a Trust, we can quickly respond to growing or changing priorities by increasing or reducing resource as required.

Over the last year, the richness, passion and commitment of those within the organisation has been the key to the Trust's rapid development.

Owing to the flexibility of our model and our ability to draw on capacity from those based in our member Academies, we have been able to develop our systems and structures, creating strong foundations for future growth, whilst progressing with initiatives that would not normally be considered until years 2 and 3 of the Trust's life. This model has also proved to be far more cost effective. Recruiting is expensive and in a changing financial climate, can be risky. If needs change, so may our staffing or structural needs. Internal talent management reduces those risks and saves on the overheads of recruitment and long-term commitment.

### 2. PURPOSE OF THE POLICY

In utilising internal talent, we need to consider the best way of recognising those individuals that contribute to the Trust's development by participating in agreed projects that align with our strategic objectives and which have a Trust wide impact.

### 3. IDENTIFYING INDIVIDUALS

There will be occasions where, in line with the Trust's strategic priorities, the Trust Leadership Team (Chief Executive / Chief Operating Officer) may approach individuals within the organisation that they feel would be suitable to design, plan or lead an initiative or project for the benefit of the group.

When identifying an individual to lead on a project or initiative, the Chair of Governors should be consulted by the Headteacher and/or a member of the Trust Leadership Team to ensure that all parties are assured of the school's capacity to support.

The Chair of Governors and Headteacher should assess themselves and their school's capacity against the SDBEMAT Determining Capacity Policy (Appendix 1).

### 4. TRUST DEVELOPMENT RESPONSIBILITY (TDR)

Where the Trust Leadership Team has identified an individual to lead on a project or initiative and the Governing Body to whom the individual reports has considered the impact on the school and the school's capacity to release the individual, and has assessed it to be acceptable, the Trust Leadership Team may approve the commencement of the project.

The Trust Leadership Team may, having considered the nature of the project and its intended impact, award a 'Trust Development Responsibility (TDR)'.

A TDR may be awarded to an employee for undertaking a fixed term initiative or project which will ultimately have a positive and significant impact across the Trust. Such responsibilities would be rewarded in line with this scheme and agreed ahead of commencement of the project.

As such initiatives or projects will have been identified and commissioned by the Trust's Leadership Team, the cost of these responsibilities (including on-costs) will be met by the Trust and not the individual school.

### 5. TDR BANDING

Having decided to award a TDR, the Trust Leadership Team will determine the level of the award and its value:

Band	Band Range
TDR 1	£1,000 - £2,999
TDR 2	£3,000 - £4,999
TDR 3	£5,000 - £8,000
All awards are subject to Tax and National Insurance deductions.	

When determining the appropriate TDR band, the Trust Leadership team will take into consideration the impact the project will have on the Trust and also the complexity and time demands involved with the project. Consideration will also be given to the level of



responsibility the individual will have for leading or contributing to the project.

The Trust Leadership Team may also consider awarding a TDR as credit towards a CPD programme of the individual's choice, which would be required to align with the terms in 7.2 (below).

## 6. TRUST CONTRIBUTION (TC)

Depending on the nature of the project, the Trust Leadership Team may award, which will be agreed in advance, a 'Trust Contribution (TC)' to the school for days in which the individual is off site delivering the project.

This contribution will reflect the need to cover or backfill the individual, whilst recognising that the project will have an inevitable benefit for the employing Academy as knowledge, experience and resources developed can be utilised in the employee's home school.

The following bandings will be considered when awarding a Trust Contribution:

Band	Band Range (Per Day)
TC 1	£100 - £200
TC 2	£201 - £300
TC 3	£301 - £400

## 7. TDR TERMS

7.1. Each project or initiative will be time bound.

7.2. A TDR may be awarded retrospectively for an initiative that developed into a substantial project.

7.3. Staff may not be paid more than one allowance to participate in different projects.

7.4. Before awarding any TDR the Trust Leadership Team must be satisfied that the project or initiative will include a significant responsibility and that it:

- will ultimately impact on teaching and learning;
- requires the exercise of professional skills and judgement;

- requires the individual to lead, manage and develop a project or initiative;
- has an impact on the educational progress of pupils Trust wide other than the individuals own home school, and;
- involves leading, developing and enhancing the teaching practice of other staff.

7.5. A TDR may not be made to a member of staff who is being seconded to the Trust.

7.6. Where a project or initiative may span a period longer than 1 year, a TDR is not automatically awarded in the subsequent year. Where one may be awarded, the value of the TDR will be reviewed depending on the nature of the project or initiative remaining.

## 8. EXCEPTIONAL PERFORMANCE

8.1. With the express permission of the Trust CEO/COO, a TDR may be awarded to a member of the schools leadership team retrospectively as a reward for exceptional performance throughout the year (which is not related to a specific project under section 7).

8.2. This would normally only be in circumstances where a leader has reached the top of their individual pay range and as such, is not eligible for a performance related pay increment.

