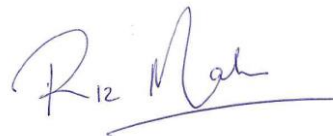


EXECUTIVE PAY PROCEDURE

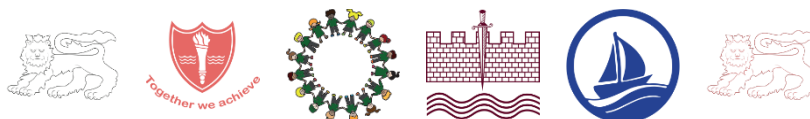
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Introduction

- 1.1 The Trust's executive pay/remuneration policy is designed to attract and retain good quality senior leaders to the Trust whilst ensuring compliance with the Academy Trust Handbook (ATH) which is a condition of each Academy trust's funding agreement.
- 1.2 The ATH sets out the financial management, control and reporting requirements that apply to all academy trusts. It provides for a remuneration package, which reflects the Trust's education outcomes and attainments performance against stretching educational targets, operational and financial objectives.
- 1.3 Progression up the executive pay scales will be based on performance only and no automatic uplifts will be applied, save cost of living increases. There is a basic presumption that cost of living increases for executive pay will not increase at a faster rate than teachers' pay. Cost of living increases will be decided on an annual basis by the Trust Board with reference to the agreed cost of living uplifts for STPCD and the NJC pay scales.

Scope

- 2.1 The policy applies to decisions around executive pay only. In SECAT this is specifically the posts of the Chief Executive Officer (CEO) and Chief Operating Officer (COO). All other pay scales are determined based on the Burgundy book and the school teachers pay and conditions (STPCD) for teaching staff or the Green book and NJC scales and conditions for all other staff.
- 2.2 This policy will be reviewed annually with benchmarking being carried out by the Governing Body to ensure pay levels remains comparable with other Multi Academy Trusts of a similar size and character.

Roles and Responsibilities

- 3.1 The Board of Trustees are responsible for defining the Executive Pay Policy and deciding on the salaries of the CEO and COO.
- 3.2 The board of Trustees will delegate the decision on executive pay award and progression specifically once a year to a delegated remuneration sub-committee.
- 3.3 The Remuneration sub-committee will complete a discussion regarding executive pay, the process and pay review parameters set out in this policy and make a decision on any applicable pay awards.

Pay Review Parameters

4.1 The Job Description

- The Trust Board will ensure that the CEO/COO is provided with or has access to, their job description.
- Job descriptions will identify key areas of responsibility, functions, and post specifications which the postholder must meet as a baseline of performance.
- Job descriptions will be reviewed periodically, and where there are any significant changes to the job descriptions, the impact on remuneration will be considered.

4.2 The Performance Appraisal

- Decisions to award pay progression must be related to the individual's performance, as assessed through the Trust's appraisal arrangements.
- Annually performance should be linked to a clear and measurable set of Key Performance Indicators within the parameters of the agreed contractual arrangements and appraisal process.
- The board must be satisfied that there is an evident link between the levels of achievement of the individual, across the trust, and pay progression.

4.3 The Strategic Performance of the Trust

- Pay increases should always be considered in the context of the performance of the wider organisation.
- Executive leaders are not solely responsible for the performance outcomes at the Trust however, It is important that wider organisational success and stability be taken into consideration. Decisions to award pay progression must be related to the Trust's performance against strategic aims, and more widely against key indicators of success.
- The following factors have been considered when setting the pay ranges and will be considered in any review:
 - The cost of the total remuneration package
 - The experience of the individual
 - Previous significant experience in improving educational outcomes
 - School business management qualifications and experience
 - National Leaders of Education
 - Other relevant qualifications
 - Broader factors that indicate the degree of challenge in the role

- Permanent role and responsibilities that may not be typical of the role in other organisations
- Existing significant concerns at the trust
- A role in leading future plans for the trust (eg expansion)
- Additional accountabilities (eg leading a teaching school alliance)
- Responsibility for engaging the local community
- Financial performance
 - The Trust's deficit/surplus position
 - The auditors' view of the Trust – and the Trust's progress towards implementing audit recommendations
 - Requirement for additional financial support
- Educational challenge
 - % of SEND pupils
 - % of FSM pupils
 - % of EAL pupils
 - Level of deprivation
 - Number of looked after children
- Academic performance
 - Key stage 2 headline measures
 - Key stage 4 headline measures
 - Post 16 performance
 - Ofsted ratings
 - Long- and short-term educational targets of the Trust

The Pay Review Process

- 5.1 Each year in line with the Executive Pay Appraisal cycle the designated Trust Board Remuneration sub-committee will meet in November to discuss the parameters and make a decision regarding pay of the CEO/COO. Any decision will be backdated to be effective from 1st September.
- 5.2 The considered period for all parameters will run for twelve months from 1st September to 31st August.
- 5.3 Colleagues who are employed on a fixed term contract of less than one year will have their pay managed in accordance with this policy. The length of the period will be determined by the duration of their contract. The Trust Board will determine whether a longer or shorter period will apply when colleagues begin or end employment within the Trust.

Cost of Living Award

- 6.1 In line with the STPCD and NJC pay scales and the Trust's approach to committing to follow the STPCD and NJC pay uplift decisions, there is provision for an annual cost of living increase to the pay ranges as a whole and as a separate provision to any progression up the pay ranges. This element is not performance related.
- 6.2 Any cost of living award for the CEO/COO is applicable from 1st September each year.

- 6.3 The Trust Board will consider both the NJC/STPCD uplifts annually and agree a relevant % uplift for the CEO and COO separately to other pay progression decisions. The decision (if later) will be backdated to 1st September.
- 6.4 There is a basic presumption that any agreed increase will not exceed the agreed STPCD/NJC uplifts which will be applied across the rest of the Trust unless specifically approved by Trustees.

Appeals

- 7.1 Where the CEO/COO is dissatisfied with a pay decision, this should in the first instance be discussed informally with the Chair of the Board.
- 7.2 If unresolved then the CEO/COO may choose to pursue this formally by submitting a letter of appeal within 10 days of the notification of the pay decision or the informal discussion with the Chair of the Board as referred to above. Appeal letters should be submitted to the Clerk to the Trust Board or Trust Governance Manager.
- 7.3 Grounds of appeal should be based on one or more of the following:
- incorrectly applied any provision of the relevant terms and conditions of employment;
 - failed to have proper regard for statutory guidance, such as Teacher Standards;
 - failed to take proper account of relevant evidence;
 - took account of irrelevant or inaccurate evidence;
 - failed to consistently apply the Executive Pay Policy or the associated Performance Management Policy
 - was biased; or
 - otherwise unlawfully discriminated against the employee.
- 7.4 Any appeal should be heard by a panel of three members of Trust Board, normally within 20 working days of the receipt of the written appeal notification and give the member of staff the right to be accompanied and make representations in person. Following a decision there is no further right of appeal.

Benchmarking Principles

- 8.1 When benchmarking against other multi academy trusts, the following benchmarking criteria will be applied:
- Number of academies
 - Number of pupils
 - Range of provision

- The quality of provision and their financial effectiveness
- Type of school (e.g. UTC, special school, alternative provision)

Public Scrutiny

- 9.1 As academies operate with the use of public money, executive pay must be proportional and defensible to the public sector market and should reflect value for money.
- 9.2 The trust must publish on its website in a separate readily accessible form the number of employees whose benefits exceeded £100k, in £10k bandings, as an extract from the disclosure in its financial statements for the previous year ended 31 August. Benefits for this purpose include salary, other taxable benefits, and termination payments, but not the trust's own pension costs.
- 9.3 In the case of employees who are trustees, their salary and other benefits will also be disclosed in £5k bandings in the trust's financial statements, as set out in the model trustees' remuneration note in the Academies Accounts Direction.

Recording and monitoring

- 10.1 All decisions regarding executive pay will be recorded in Trustee Board Meeting notes for completeness and transparency of decision making.
- 10.2 The Trust Board will be responsible for monitoring the overall process to ensure it is operating fairly, consistently, and effectively. Issues that are identified from the information will be dealt with appropriately.

Further Information

- 11.1 Further information regarding the contents of this policy can be sought from the Director of People, Leah Knowles.