



The MAST Academy Trust

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| Policy | Executive Pay Policy | |
| Owner | The Mast Executive Administrator | |
| Date approved | 8 th March 2022 | |
| Approver | Staffing Committee for the Trust Board | |
| Date consulted on with recognised trade unions | | 1 st November 2021 |
| Date adopted following consultation process on | | 8 th March 2022 |

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| Current version | V2.0 |
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| Next review due | Spring 2025 |
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| Objective of Policy |
| <p>This policy outlines the pay policy in relation to the executive leadership within the Mast Academy Trust.</p> |

| Version Control | |
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| Version Number | Summary of amends from previous version |
| 1.0 | Development of the policy |
| 2.0 | Annual review; pay scales appendix removed to a separate pay policy addendum |
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| Sign off requirements | | | |
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| Approvers | | Position | |
| Staffing Committee | | Trust Board | |
| Reviewers | | Position | |
| Jason Field | | CFO The MAST | |
| Dorcas Atkinson | | Trustee | |
| Unions consulted | | | |
| ASCL | GMB | NEU, (ATL) | NAHT |
| NASUWT | UNISON | UNITE | |

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1.0 Statement of Intent

1.1 The Trustees of The Mast Academy Trust will act with integrity, confidentiality, objectivity and honesty in the best interests of the Trust; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

1.2 This policy sets out the framework for annual pay determination for a variety of Trust leadership roles including the Chief Executive officer and Chief Financial Officer.

2.0 Equalities and Performance-Related Pay

The Trustees will ensure that its processes are open, transparent and fair. All decisions will be objectively justified and minutes of any decisions, and the reasons for them will be kept (e.g. for any appeals and/or for consistency of approach). Adjustments will be made to take account of special circumstances, e.g. an absence on maternity or disability-related sick leave. The exact adjustments will be made on a case-by-case basis. The DfE [‘Implementing your schools approach to pay’](#) will be referred to in such circumstance

The Trustees will do everything in their power to make a performance-related judgement. If little or no performance evidence is available from the relevant appraisal cycle, because the Trust Leader has been away from role due to pregnancy, maternity, adoption leave or disability-related illness, it will use evidence from previous appraisal cycles. The Trust will apply any pay increase that would have been received, following appraisal, had the employees not been on maternity leave.

In the absence of any evidence that the Trust Leader would not have received the increase in pay, the Trustees will make a pay award to ensure parity..

An equality impact assessment of this policy will be undertaken to ensure that no groups or individuals with protected characteristics are unintentionally disadvantaged by the policy or practice

3.0 Annual Determination of Pay

The Trustees have delegated their performance review to the staffing committee, approval of executive leadership pay reviews are completed at Trust Board. All Trust Leaders salaries will be reviewed annually to take effect from 1 September. The Trust will complete annual pay reviews by 31st October. Every leader will receive a written statement setting out their salary and any other financial benefits to which they are entitled by the end of the calendar year.

Individual staff will be informed of the Trust’s decision (subject to appeal) prior to the stated deadlines.

The Trust board will review the staffing establishment of the Mast Academy Trust at least once a year as part of the Trust Development Plan.

Reviews may take place at other times of the year to reflect any changes in circumstances

or job description that lead to a change in the basis for calculating an individual's pay. Reviews may also take place to consider increased level of responsibility due to The Mast Academy Trust growth.

Pay will be awarded in line with the performance of the individual.

4.0 Obligations

4.1 Board of Trustees Obligations

The obligations for the Trustees are as follows:

- a) Assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified.
- b) Take measures to benchmark pay for executive leadership roles.
- c) Ensure that they make funds available to support pay decisions, in accordance with this pay policy.
- d) Monitor the outcomes of pay decisions ensuring the Trust's continued compliance with equalities legislation.

4.2 Executive Leaders' Obligations

The obligations for Leaders are as follows:

- a) Engage with appraisal; this includes working with their appraiser to ensure that there is a secure and robust evidence base in order for an annual pay determination to be made;
- b) Keep records of their objectives and review them throughout the appraisal process;
- c) Share any evidence they consider relevant with their appraiser.

5.0 Trust Executive Leader Pay

The following principles should underpin decisions on executive pay with:

1. Decisions on executive pay are fair, proportionate and justifiable;
2. There is a fair, evidence-based process for making those decisions; and
3. The process is underpinned by probity, the ethos of public service, public sector values and the principles of public life.

5.1 Decisions on executive pay are fair, proportionate and justifiable

- Pay should take account of the context in which the trust operates, and considers current local authority grouping relating to leadership pay.
- Pay should be linked to the value, based on a number of components, delivered by the executive leader or leaders.
- Pay decisions should ensure that there are no biases pertaining to gender or other protected characteristics within the pay structure.
- Pay is related to performance and non-achievement of an executive leader's objectives should have consequences. Consideration will be given where progress has been made towards any performance shortfalls.
- Severance payments (where these are made) must be reasonable and justifiable, in line with the requirements of the appropriate regulations and guidance available.

5.2 A fair, evidence-based process for making those decisions

- Executive pay should be part of the approach to rewarding all staff, and in particular, consideration should be given annually to the rate of increase of the average remuneration of all other staff.

- Remuneration Committees must be independent and competent and are accountable to the trust board.
- There should be an external benchmarking process which supports decision-making.
- Consideration is given to the pay-multiple of the CEO and the median earnings of the trust's whole workforce.

5.3 The process is underpinned by public sector values and the principles of public life

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| Selflessness | Pay decisions reflect the ethos of public service. |
| Integrity | Pay decisions are made independently (no individual can be involved in deciding his or her own remuneration), and with integrity and probity. |
| Objectivity | Pay decisions are taken impartially, fairly and on merit, using the best evidence and without discrimination or bias. |
| Accountability | The trust board is comfortable submitting themselves to external scrutiny and challenge in relation to pay decisions |
| Openness | Pay decisions are taken in a transparent manner. |
| Honesty | Decisions and reporting on pay are honest and truthful. |
| Leadership | The trust board demonstrates the highest standards of public life in executing the responsibility to set executive pay |

6.0 Pay On Appointment

- The Trust Board will review the Leader's pay according to all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations including recruitment and retention issues and relevant market comparison.
- The Trust Board will use reference points from benchmarking.
- At the appointment stage, candidate specific factors will be taken into account when determining the starting salary.
- The Trust Board will consider the use of temporary payments for clearly time-limited responsibilities or duties only.
- The Trust Board will consider whether the circumstances specific to the role or candidate warrant a higher than normal pay range. It will exercise its discretionary powers, where appropriate, and in exceptional circumstances. In such circumstances, the Trust Board will seek external independent advice before giving agreement.
- The requirements of the Academy's Trust Handbook will be taken into consideration, as appropriate.

7.0 Pay Progression

To move up the pay range Leaders will need to have evidenced and achieved a sustained level of performance in line with their job specification. Performance must be evidenced to the Staffing Committee. All aspects of the Executive Leaders performance should strictly adhere to the Nolan seven principles of public life

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

The Executive Leaders will also have clearly demonstrated they have followed and embodied the vision and values of the Mast Academy Trust.

Judgements will be properly rooted in evidence which relate to the progress made against performance management targets as well as fully meeting the requirements of the role as stated in the specific job description.

If the evidence shows that a Leader has exceptional performance, the Trust Board will consider the use of its flexibilities to award enhanced pay progression.

Refer to the scheme of delegation for appraisals and appraisals policy; available on the trust website.

8.0 Safeguarding

The staffing committee will operate salary safeguarding arrangements in line with the provisions of the STPCD and for support staff through procedure outlined above through benchmarking and external comparison.

9.0 Appealing a decision on pay progression

A Leader may seek a review of any determination in relation to his pay or any other decision taken by the Staffing Committee that affects their pay.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination;

- a) Failed to take proper account of relevant evidence;
- b) Took account of irrelevant or inaccurate evidence;
- c) Was biased; or
- d) Otherwise unlawfully discriminated against the Leader.
- e) Incorrectly applied pay policy

The order of proceedings is as follows:

1. The Leader receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
2. If the Leader is not satisfied, they should seek to resolve this by discussing the matter informally with the decision-maker within ten working days of the decision
3. Where this is not possible, or where the Leader continues to be dissatisfied, they may follow a formal appeal process.
 - a) The Leader should set down in writing the grounds for questioning the pay decision and send it to the person (or committee) who made the determination, within ten working days of the notification of the decision being appealed against or of the outcome of the discussion referred to above
4. The committee or person who made the determination should provide a hearing, within ten working days of receipt of the written appeal, to consider the appeal and give the Leader an opportunity to make representations in person. Following the hearing the employee should be informed in writing of the decision and the right to appeal.
5. Any appeal should be heard by a panel of three Trustees who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification. The Leader will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision.

The leader has the right to be accompanied by a trade union representative or colleague during hearings at all stages of the appeal process.

The Modified Procedure

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the Leader has left the employment of the Trust.

Where a Leader has, whilst employed at the Trust, lodged an appeal against a pay decision but has then subsequently left the Trust's employment before any appeal hearing is held, the following steps will be observed:

1. The Leader must have set out details of their appeal in writing
2. The Leader must have sent a copy of their appeal to the chair of the Staffing Committee
3. The chair of the Staffing Committee will consult with relevant Trust personnel and provide the Leader with an appropriate written response on behalf of the Trust.

The rest of the grievance procedure is set out in our staff grievance policy (available on the Trust website), which is based on the [ACAS Code of Practice](#) for addressing grievances.

10.0 Monitoring arrangements

The accompanying pay policy addendum will be reviewed annually by staffing committee and approved by the staffing committee.

This policy will be reviewed every three years by staffing committee and approved by the staffing committee.

The staffing committee will consider the outcomes and impact of the policy annually, including trends in progression across specific groups of teachers, to ensure it complies with equalities legislation.

11.0 Links with other policies

This policy links with our policies on:

- Staff grievance policy
- Staff appraisals policy
- Pay Policy addendum