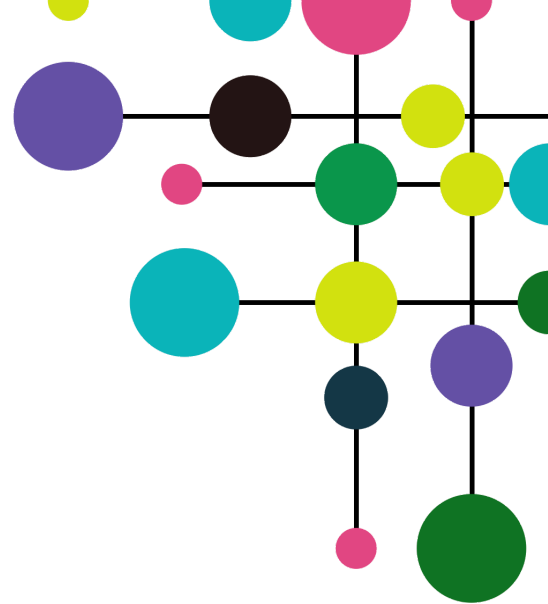
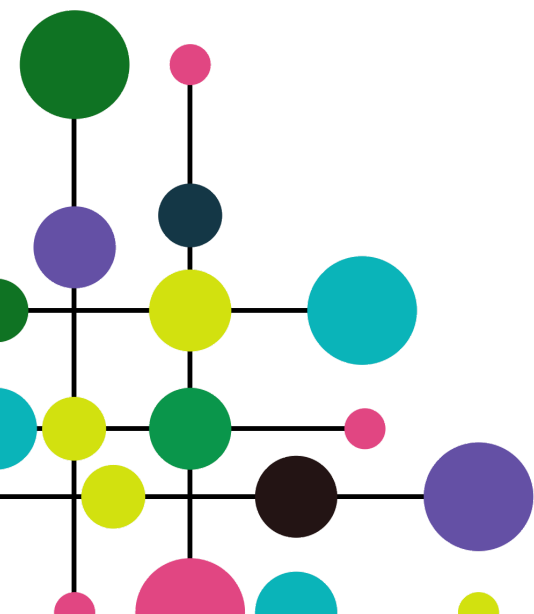




MAT EXECUTIVE PAY POLICY

MAT Version	1.0
Date written	October 2023
Last review date	July 2025
Next review due date	July 2026
Approved by Trustees	October 2023

Record of Alterations
Version 1.0 Original (October 2023)
Version 2.0 Updated by Pay Review Committee (May 2025)



Contents

Contents	2
Overview	3
Statement of Intent	3
Setting Pay Levels	4
Leadership Pay Scale	5
Finance and Operations salary range	7
Central Team Executive Ranges	8
Equalities and Performance-Related Pay	8
Obligations	8
Annual Determination of Pay	9
Pay on Appointment	9
Leaders Pay Progression	9
Safeguarding	10
Salary Sacrifice Arrangement	10
Appendix A: Framework of Ethical Leadership	11
Appendix B: Procedure for Appeals Hearing	13
The Modified Procedure	13
Appendix C – Evaluation of pay thresholds	14
Appendix D – Factors to consider when setting pay levels	15
Gender Pay Gap	15
Group Size	15
Recruitment and Retention	15
Benchmarking	15

Overview

It is essential that we have the best people to lead our schools, but at the same time, it is important that salaries:

- can be justified and are in the best interests of the charity
- reflect the individual's responsibilities
- demonstrate value for money¹

Guidance on Trustees responsibilities (Academies Financial Handbook executive pay requirements)²

“2.4.3. The board of trustees must ensure its decisions about levels of executive pay follow a robust evidence-based process and are reflective of the individual's role and responsibilities. No individual can be involved in deciding his or her own remuneration.”

“2.4.4. The board must discharge its responsibilities effectively, ensuring its approach to pay is transparent, proportionate and justifiable, including:

- process - that the procedure for determining executive pay is agreed by the board in advance and documented
- independence - decisions about executive pay reflect independent and objective scrutiny by the board and that conflicts of interest are avoided
- decision-making - factors in determining pay are clear, including whether performance considerations, and the degree of challenge in the role, have been considered
- proportionality - pay is defensible relative to the public sector market
- documentation - the rationale behind the decision-making process, including whether the level of pay reflects value for money, is recorded and retained
- a basic presumption that non-teaching pay should not increase at a faster rate than that of teachers, in individual years and over the longer term
- understanding that inappropriate pay can be challenged by ESFA, particularly in any instance of poor financial management of the trust.”

Statement of Intent

The board of trustees of Robin Hood MAT will apply the 7 principles of public life and will act with integrity, confidentiality, objectivity and honesty in the best interests of the MAT; 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.

This policy sets out the framework for annual pay determination for a variety of MAT leadership roles.

This policy document should be read in conjunction with the MATs school wide pay policy.

The trustees will apply the key principles of effective performance management as set out within the guidance provided by the National College of Teaching and Leadership³

¹ Guidance Setting executive salaries: guidance for academy trusts Education and Skills Funding Agency
Published 9 July 2019

² Academies Financial Handbook

From: Education and Skills Funding Agency Published: 2 September 2019 Updated: 23 June 2020, see all updates

³ Effectively Managing headteacher performance - Final report January 2014: National College of Teaching and Leadership

Setting Pay Levels

The board of trustees works within the current School Teachers' Pay and Conditions - statutory guidance on pay and conditions for teachers in England and Wales⁴

The board of trustees will consider the following criteria within the setting of executive salaries:

- Academic performance
- Educational challenge
- Financial performance
- Broader factors that indicate the degree of challenge in their role
- Experience of the individual
- Cost of total remuneration package – this will include and evaluation of:
 - Upper ceiling of pay
 - Recruitment and retention
 - Benchmarking
 - Pensions
 - Pay ratios
 - Bonuses
 - MAT profile (Appendix C)⁵

The board of trustees will agree a pay range for all executive posts that reflects the current teachers pay and conditions leadership spine **and/or the NJC pay scale** or equivalent.

The board of trustees will review on a regular basis the pay range to ensure that it reflects the changing profile of the MAT.

GROUP	RANGE OF SPINE POINTS	SALARY RANGE (1 SEPT 2023 TO 31 AUG 2024)	SALARY RANGE (1 SEPT 2024 TO 31 AUG 2025)
1	L6 – L18	£53,380 - £71,019	£56,316 - £75,675
2	L8 – L21	£56,082 - £76,430	£59,167 - £81,441
3	L11 – L24	£60,488 - £82,258	£63,815 - £87,651
4	L14 – L27	£65,010 - £88,530	£68,586 - £94,332
5	L18 – L31	£71,729 - £97,639	£75,675 - £104,040
6	L21 – L35	£77,195 - £107,700	£81,441 - £114,759

⁴ School teachers' pay and conditions document 2019 and guidance on school teachers' pay and conditions September 2019

⁵ Executive pay – issues for consideration by governing boards of academy trusts

© National Governance Association 2019

7	L24 – L39	£83,081 - £181,732	£87,651 - £126,517
8	L28 – L43	£91,633 - £131,056	£96,673 - £138,265

Leadership Pay Scale

SPINE POINT	1 SEPT 2023 TO 31 AUG 2024	1 SEPT 2024 TO 31 AUG 2025
L1	£47,185	£49,781
L2	£48,366	£51,027
L3	£49,574	£52,301
L4	£50,807	£53,602
L5	£52,074	£54,939
L6	£53,380	£56,316
L7	£54,816	£57,831
L8	£56,082	£59,167
L9	£57,482	£60,644
L10	£58,959	£62,202
L11	£60,488	£63,815
L12	£61,882	£65,286
L13	£63,430	£66,919

L14	£65,010	£68,586
L15	£66,628	£70,293
L16	£68,400	£72,162
L17	£69,970	£73,819
L18	£71,729	£75,675
L19	£73,509	£77,552
L20	£75,331	£79,475
L21	£77,195	£81,441
L22	£79,112	£83,464
L23	£81,070	£85,529
L24	£83,081	£87,651
L25	£85,146	£89,830
L26	£87,253	£92,052
L27	£89,414	£94,332
L28	£91,633	£96,673
L29	£93,902	£99,067
L30	£96,239	£101,533
L31	£98,616	£104,040

L32	£101,067	£106,626
L33	£103,578	£109,275
L34	£106,138	£111,976
L35	£108,776	£114,759
L36	£111,470	£117,601
L37	£114,240	£120,524
L38	£117,067	£123,506
L39	£119,921	£126,517
L40	£122,912	£129,673
L41	£125,983	£132,913
L42	£129,140	£136,243
L43	£131,056	£138,265

Finance and Operations salary range

Pay Point	2023/24 Value	2024/25 Value
Executive Level 1	£91,633	£96,673
Executive Level 2	£93,902	£99,067
Executive Level 3	£96,239	£101,533
Executive Level 4	£98,616	£104,040

Executive Level 5	£101,067	£106,626
-------------------	----------	----------

* The points above have been set based on mirroring of L28 - 32 of School Leadership Pay Reference Point and the 2023/24 reflect the agreed percentage uplift to all sector salaries.

Central Team Executive Ranges

MAT CEO Group: 8

MAT CEO Range: L37 - 43

Rationale for Group and Range: Trustees have evaluated and scored the waiting of pupil numbers for the Trust (as set out in Teacher's Pay and Conditions), size of the Trust and other contributing factors to set the group and salary range. This will be reviewed annually.

MAT Finance and Operations Director: Executive Level 1 - 5

Rationale for Group: This decision has been made based upon growth of the Trust to a 9 school MAT, an increase in pupil numbers and to represent that this post is identified as strategically the position that acts up and leads the organisation in the CEOs absence. Benchmarking was carried out with other Trust Pay Policies including Star Academy Trust.

MAT Director of School Improvement :Group 6 (L27-33)

Rationale for Group: This decision has been made based on MAT pupil numbers across the Trust and has been benchmarked across a number of other Trusts which reflect the role, seniority and fact that this position would assume leadership of the MAT in the absence of the CEO and Finance & Operations Director.

Equalities and Performance-Related Pay

The board of 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. 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 trustees will do everything in its power to make a performance-related judgement. If little or no performance evidence is available from the relevant appraisal cycle, because the MAT Leader has been away from role due to pregnancy, maternity, adoption leave or disability-related illness, it will use evidence from previous appraisal cycles.

In the absence of any evidence that the MAT Leader would not have received the increase in pay, the board of trustees will make a pay award to avoid discrimination.

The board of trustees will ensure that there is an appropriate pay differential between posts of varying seniority.

The board of trustees will ensure that they have a clear picture of pay across the senior leadership team as a whole and consider whether there are any differentials between those carrying out similar roles, which cannot be explained on the basis of experience.

Obligations

Trustees Obligations

The board of trustees delegates to a committee, referred to from this point as the Pay Review Committee, the administration and implementation of the Executive Pay Policy. The obligations for the Pay Review Committee are as follows:

- A. Pay Review Committee will need to assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that their pay decisions can be objectively justified.
- B. Pay Review Committee will ensure that it makes funds available to support pay decisions, in accordance with this pay policy.
- C. Pay Review Committee will monitor the outcomes of pay decisions ensuring the MAT's continued compliance with equalities legislation.

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 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;
- D. Ensure they have an annual review of their performance as well as interim reviews.

Annual Determination of Pay

The board of trustees will delegate its pay powers to the Pay Review Committee. All MAT leaders' salaries will be reviewed annually to take effect from 1 September. The Pay Review Committee 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 within the November salary statement. Individual staff will be informed of the Remuneration Committees decision (subject to appeal – Appendix B) prior to the stated deadlines.

The Pay Review Committee will review the staffing establishment of Robin Hood MAT at least once a year as part of the MAT 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 levels of responsibility due to Robin Hood MAT growth.

Pay on Appointment

The Pay Review Committee will review the leaders pay according to all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations including recruitment issues and relevant market comparison.

The Pay Review Committee will use reference points within the pay range.

At the appointment stage, candidate specific factors will be considered when determining the starting salary. If necessary, the Pay Review Committee will adjust the pay range to ensure appropriate scope of 7 points, for performance related pay progression as detailed in the above table.

The Pay Review Committee will consider the use of temporary payments for clearly time-limited responsibilities or duties only.

The Pay Review Committee 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. It will only set a range the maximum of which is more than 25 per cent above the maximum value of the group range in exceptional circumstances. In such circumstances, it will make a business case to the Pay Review Committee which will seek external independent advice before giving agreement.

Leaders Pay Progression

The Pay Review Committee will ensure that they have engaged an appropriate external adviser to support them within the processes of reviewing the executive leader's performance.

To move up the pay range, one point at a time, 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 CEO/Trust Executive Team and moderated by the Pay Review Committee. All aspects of the leader's performance should strictly adhere to the Nolan seven principles of public life (Appendix A):

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

The leaders will also have to have clearly demonstrated they have followed and embodied the vision and values of the Robin Hood MAT.

Judgements will be properly rooted in evidence which relate to the progress made against PM 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 Pay Review Committee will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of 2 points. Anything above a two point pay increase would need to be approved by the Full Executive Board - this could also include a re-evaluation of the pay range for each post as a result of MAT Growth.

Safeguarding

The Pay Review Committee will operate salary safeguarding arrangements in line with the provisions of the School Teachers Pay and Conditions document.

Salary Sacrifice Arrangement

This includes any arrangement under which the leader gives up the right to receive part of their gross salary in return for the employer's agreement to provide a benefit-in-kind under:

- A. a child care voucher or other child care benefit scheme;
- B. a cycle or cyclist's safety equipment scheme; The Leader may participate in any such arrangement and the leader's gross salary may be reduced accordingly for the duration of such participation.

Appendix A: Framework of Ethical Leadership

The Framework for Ethical Leadership in Education is based upon Nolan's seven principles of public life:

1. Selflessness – School and college leaders should act solely in the interest of children and young People.
2. Integrity – School and college leaders must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Before acting and taking decisions, they must declare and resolve openly any perceived conflict of interest and Relationships.
3. Objectivity – School and college leaders must act and take decisions impartially and fairly, using the best evidence and without discrimination or bias. Leaders should be dispassionate, exercising judgement and analysis for the good of children and young people.
4. Accountability – School and college leaders are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness – School and college leaders should expect to act and take decisions in an open and transparent manner. Information should not be withheld from scrutiny unless there are clear and lawful reasons for so doing.
6. Honesty – School and college leaders should be truthful.
7. Leadership – School and college leaders should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles, and be willing to challenge poor behaviour wherever it occurs. Leaders include both those who are paid to lead schools and colleges and those who volunteer to govern them.

Schools and colleges serve children and young people and help them grow into fulfilled and valued citizens. As role models for the young, how we behave as leaders is as important as what we do. Leaders should show leadership through the following personal characteristics or virtues:

1. Trust: leaders should be trustworthy and reliable. They hold trust on behalf of children and should be beyond reproach. We are honest about our motivations.
2. Wisdom: leaders use experience, knowledge and insight Leaders should use experience, knowledge, insight, understanding and good sense to make sound judgements. They should demonstrate restraint and self-awareness, act calmly and rationally, exercising moderation and propriety as they serve their schools and colleges wisely.
3. Kindness: leaders demonstrate respect, generosity of spirit, understanding and good temper. Where unavoidable conflict occurs, difficult messages should be given humanely.
4. Justice: leaders should be fair and work for the good of all children Leaders should work fairly, for the good of children from all backgrounds. They should seek to enable all young people to lead useful, happy and fulfilling lives.
5. Service: leaders should be conscientious and dutiful. We should demonstrate humility and self-control, supporting the structures and rules which safeguard quality. Our actions should protect high-quality education.
6. Courage: leaders should work courageously in the best interests of children and young people. We protect their safety and their right to a broad, effective and creative education. We should hold one another to account courageously.
7. Optimism: leaders should be positive and encouraging Despite difficulties and pressures, we are developing excellent education to change the world for the better⁶

Consider the decisions you have made regarding the remuneration of your CEO and other senior executive leaders – how would you answer the questions set by the framework scenario?

Selflessness	Is your pay policy – and this particular decision - solely to the benefit of children and young people?
--------------	---

⁶ Executive pay – issues for consideration by governing boards of academy trusts

Integrity	Are the right people involved in making the decision? Is the pay decision unduly influenced by the postholder?
Objectivity	Do you have evidence that: a) This level of pay would be required to recruit a senior leader? b) You will be unable to replace this leader at the current salary? Is this truly a corporate board decision, or one influenced by the leader/chair relationship?
Accountability	Are you sure that public money is being best used? Would the process for setting senior pay stand external scrutiny?
Openness	Do you publish your pay policy? Is the pay decision one you would be happy justifying to parents, staff and if necessary a journalist?
Honesty	Are you (the chair) honest with the rest of the governing board, senior leaders and staff about how leadership pay is set?
Leadership	Does the high level of pay fit with the values and ethos of the school/trust?
Trust	Can the young people in your school trust you to act in their best interest?
Wisdom	How do you apply experience, knowledge and insight appropriately to your decision?
Kindness	Is this a request or an ultimatum? All other things being decided, what is the kindest way to deal with either?
Justice	Is the policy fair to all staff? Does it include a pay ratio?
Service	Does your policy and this decision reflect that this is public service and not the private corporate sector?
Courage	Are you brave enough to go ahead with an evidence based and values-led decision?
Optimism	Is the decision based on a positive view of those who work in the public sector?

Appendix B: Procedure for Appeals Hearing

The arrangements for considering appeals are as follows:

A leader may seek a review of any determination in relation to his pay or any other decision taken by the Remuneration Committee (or a committee or individual acting with delegated authority) 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.

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.
4. 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.
5. 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.
6. 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 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 MAT.

Where a leader has, whilst employed at the MAT, lodged an appeal against a pay decision but has then subsequently left the MAT'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 Remuneration Committee
3. The chair of the Remuneration Committee will consult with relevant MAT personnel and provide the leader with an appropriate written response on behalf of the MAT.

Appendix C – Evaluation of pay thresholds

- How many schools are in the trust?
- How many pupils?
- How many sites are involved and what is the distance between sites?
- What phases do you cater for: primary/secondary/sixth form/special?
- What is the total income of the MAT?
- How many staff do you employ?
- Do you need a non-teaching senior executive leader – i.e. are you at the point where it is not possible for an individual to hold dual roles?
- How many other members of the senior executive leadership team do you have?
- Have you carried out a thorough assessment of the types of skills, experiences and competencies that the MAT needs now and is likely to need in the future?
- Does every individual school have its own headteacher?
- Have you looked at trusts of similar size to you and benchmarked pay?
- Have you considered whether the STPCD can still provide a reasonable starting point for you?
- Have you looked at other possible pay ranges, NHS, similar sized charities?
- Have you thought about implementing a pay ratio between the highest paid member and lowest or median salary? Or could you use the Goldilocks formula?
- How does the remuneration of senior executive leaders align with that of the wider workforce?
- Does your policy explain how the remuneration of senior executives aligns with ethos of the organisation, and will drive its long-term strategy?
- Are there particularly recruitment issues in your area that mean you have to increase salaries to make them more attractive?
- What do you know about retention? What figures do you have for staff leaving and the reasons given for departure?
- Could you justify any remuneration figures using the Framework for Ethical Leadership in Education (Annex A)?
- What is the top of the pay band, over which you will not pay, however good the performance of the incumbent?
- How will the pay band be amended in time if the trust grows? (this could be built into the pay scheme as with the Goldilocks formula)

Appendix D – Factors to consider when setting pay levels

Gender Pay Gap

Differentials between those carrying out similar roles, which cannot be explained on the basis of experience.

Gender	Role	Salary	Difference
Male			
Female			

Group Size

The STPCD's leadership scale starts by allocating a point score for every pupil based on age, with some additional points for pupils with SEND. This total point score then translates to one of eight group sizes with a pay range for each group. The top group (group 8) requires a point score of 17,001+. To reach that point score you need nearly 2,500 primary pupils or 1,800 11-16 year olds. Group 8 Leadership range extends from £77,613 - £111,007. In theory, if you used all the discretions available in the STPCD, then you could add another 50% on to the top of a group – if you are in Group 8 then that is between £50-60,000 i.e. the top of the range is potentially £180,000 for the most senior leader.

Robin Hood MAT Group Size	Salary Range	Highest point

Recruitment and Retention

The MAT recognises the recruitment and retention challenges across the schools sector, which has in some instances had a direct impact on rates of executive pay agreed.

Case for recruitment and retention points	Level of retention

Benchmarking

Benchmarking is a useful tool but is sometimes relied upon too heavily. It should not be the only information on which your decision is made. This is acknowledged as an issue in other sectors.

As a specialised sector it only has itself to compare to and, therefore, this makes a 'race to the top' more likely. NGA is concerned that this is what we have seen in the first few years. The fact that the sector had to wait for the Academies Financial Handbook 2017 and 2018 to have any real steers about executive pay (as a result of salaries going up) certainly did not help matters. NGA welcomes the DfE's recent action, including the series of letters sent to academy trusts about levels of executive pay.