Plymouth CAST

Executive Pay Policy

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The electronic version is the definitive version of this document.

The content of this procedure may be subject to revision from time to time in line with the policy review schedule or when legislation changes or operational reasons arise. Consultation with the recognised trade unions will be completed before any changes are made.

Version Changes

Version	Page Number	Details of Change	Agreed By	Date

1. Vision and Values

Plymouth CAST is a multi-academy trust of Catholic schools which is part of the mission of the Catholic Church dedicated to human flourishing and the building of a kingdom of peace, truth and justice. The Trust is to be conducted in all aspects in accordance with canon law and the teachings of the Roman Catholic Church and at all times to serve as a witness to the Catholic faith in Our Lord Jesus Christ.

Our vision and values are derived from our identity as a Catholic Trust. Central to our vision is the dignity of the human person, especially the most vulnerable. Our academies are dedicated to providing an education and formation where all our pupils and young people flourish in a safe, nurturing, enriching environment. All governors in our academies are expected to be familiar with the vision, mission, values and principles of the Trust and not in any way to undermine them. They should support and promote the vision and conduct themselves at all times in school and on school business according to the vision and principles of the Trust.

Plymouth CAST expects all its employees to recognise their obligations to each school within the Multi-Academy Trust, the public, pupils and other employees and to provide consistently high standards of education and performance at all times and in accordance with Plymouth CAST's vision, mission and principles.

2. Introduction

Plymouth CAST understands its duty to ensure that the most competent and skilled people are in leadership positions; however, it also understands that decisions about salaries must be:

- **Transparent** – no surprises or hidden processes
- **Proportionate** – in line with sector and public sector benchmarks
- **Defensible** – able to stand up to challenge from the DfE or the public

This policy aims to outline how the Trust ensures that executive salaries reflect, and are underpinned by, the seven principles of public life.

The following key principle(s) will apply:

- There is a basic presumption that executive pay and benefits will not increase at a faster rate than that of teachers (on average), in individual years and over the longer term, once percentage pay rate uplifts are taken into account. Note: there may be exceptional circumstances where a pay range is re-evaluated to take into account a change in the scope of a role, and an individual's pay is adjusted accordingly.

This policy applies to the setting and review of pay for our Trust's Senior Executive Leadership Team, which comprises the following roles:

- Chief Executive Officer
- Director of Education
- Chief Finance Officer
- Chief Operations Officer

3. Roles and responsibilities

Via the Remunerations Committee, the Board of Directors will be responsible for:

- Ensuring that its decisions on executive pay follow a robust evidence-based process and are reflective of the individual's role and responsibilities.
- Discharging its responsibilities effectively, whilst ensuring its approach to pay and benefits is transparent, proportionate and justifiable.
- Ensuring that decisions about executive pay and benefits reflect independent and objective scrutiny by the board and that conflicts of interest are avoided.
- Ensuring that factors in determining pay and benefits are clear, including whether educational and financial performance considerations, and the degree of challenge in the role have been taken into account.
- Ensuring that pay and benefits represent good value for money and are defensible relative to the public sector market.
- Ensuring the Board is sighted on broader business interests held by senior executives and is satisfied that payments do not undermine the transparency requirements for disclosing pay in accordance with the Academies Accounts Direction.
- Ensuring documentation, including the rationale behind decisions relating to executive pay, is maintained.
- Maintaining the key principle that executive pay and benefits should not increase at a faster rate than that of teachers.
- Ensuring no individual is involved in deciding their own remuneration.
- Setting and reviewing this policy.
- Recommending and monitoring executive pay and the first layer of management below.
- Taking advice, making a record and making decisions when a conflict of interest arises.
- Nominating Directors and an external adviser to review the performance of the executive leaders to inform pay reviews.

Executive leaders who are members of the Board or who attend Board meetings will be responsible for:

- Absenting themselves from discussions related to their own pay.

4. Pay Determination Factors

When setting salary pay ranges for executive leaders, the Board will consider the following:

- Whether the role requires additional expertise, as a result of particular challenge in its schools, to deliver a curriculum that meets the needs of pupils. When considering whether this applies to the Trust; the following may be considered: Percentage of pupils with SEND; Percentage of pupils eligible for FSM; Percentage of pupils with EAL; Level of deprivation; Number of Looked After Children.
- Whether the role presents additional challenges outside of those that would normally be expected of this position.
- Any additional expertise that the individual may bring to the role, which will add value to the

Senior Executive Leadership Team, such as: Previous significant experience in improving educational and financial outcomes; School Business Management qualifications and experience, National Leaders of Education; Other relevant qualifications.
- The size and complexity of the Trust, i.e. the number and types of schools, pupil numbers.
- Benchmarking of pay against Trusts of a similar demographic.

When reviewing salary pay ranges for executive leaders, the Board will consider the following:

- Academic performance and pupil outcomes across the trust to ensure that the highest standard of education is being provided to pupils. The Board will seek to establish how performance compares with the national average and with schools in trusts in the same area or that have a similar context.
- The level of progress that is being made towards improvement, and ensure that appropriate adjustments are made where expectations are not being met.
- Financial performance alongside benchmarking with relevant sectors and the requirements of the 'Academy Trust Handbook'.
- Performance against the Key Performance Indicators (KPIs) linked to the Trust's Strategic Goals agreed and set by the Board.

5. a) CEO Pay

The overall salary range for the CEO will be approved by the Board, taking into account any available benchmarking information and pay determination factors.

The CEO is paid on a Board-approved pay range. The percentage pay uplift will be in accordance with the teachers' pay award being applied in the same calendar year. The salary will be reviewed on an annual basis, taking into account the factors in section 3 and any potential growth of the Trust.

The inflationary percentage pay rate uplift will be automatically applied to the CEO's pay, in line with the national teacher pay award, with effect from 01 September (this may be paid later and backdated).

The remuneration committee of the Board is responsible for:

- Conducting the CEO's appraisal, including agreeing development priorities and completing mid and end of year reviews, in line with the Trust's Appraisal Policies.
- Recommending any pay increments through the agreed pay bands

The Chair of the Trust Board is responsible for:

- Notifying the CEO of any pay award given to them.
- Notifying the CFO, so that the pay award can be processed.

b) Pay for other members of the Senior Executive Leadership Team (SELT)

Individual Salary Range

The approval of the overall salary awards for other members of the Senior Executive Leadership Team is delegated by the Board to the CEO, taking into account any available benchmarking information, pay determination factors, and input from the CEO.

The percentage pay rate uplift will be automatically applied to Senior Executive Leadership Team members' salaries, in line with the national teacher pay award, with effect from 01 September (this may be paid later and backdated).

The CEO is responsible for:
- Conducting appraisals, including agreeing development priorities and completing mid and end of year reviews, in line with our Trust's appraisal policies.
- Notifying the members of staff of any agreed pay increment through the agreed pay bandings relevant to the role

6. Total cost of remuneration package

The total remuneration package will be considered alongside the cost of the basic salary. The Trust will consider the following:

- Pension contributions and payments in lieu of pension contributions.
- Compensation for loss of office, i.e. redundancy of post
- Any sums paid under the pension scheme in relation to employment with the provider
- Other taxable benefits, e.g. mileage rates paid above HMRC rates
- Non-taxable benefits that are available only to senior members of staff, e.g. agreed bonus payments.
- Other remuneration and the cost to the provider, e.g. car allowance.

Where an executive leader is on a part-time or fixed-term contract, the Trust Board will ensure the full-time equivalent (FTE) is still reasonable within the context of the Trust. Where the executive leader is also a Director the Board will consider whether expenses could be considered a conflict of interest.

7. Public interest

The Trust will publish on its website, in a readily accessible form, the number of employees whose benefits exceeded £100,000, in £10,000 bandings, for the previous year ended 31 August.

8. Pay progression and appeals

The salary scale will be reviewed when a post becomes vacant or when there have been significant changes to responsibilities.

Appeals

If an executive leader is dissatisfied with any pay decisions, they will be expected to raise this with either their line manager, following the process below:

Step One: Informal resolution

- If the reviewee who is dissatisfied with a performance rating/pay recommendation is either the DOE, COO, or CFO, they should have the opportunity to discuss the recommendation with the Trust CEO (Reviewer) before the recommendation is made to the Board. This stage in the process will help to ensure that pay decisions are transparent and fair. The opportunity to discuss a pay decision before it is made may also help to mitigate the need for a more formal appeal.
- If the reviewee is the CEO, they should have the opportunity to discuss the recommendation with the Chair of the Remuneration Committee.

<u>Step Two: Formal Appeal</u>

- An employee to whom this policy applies, who is dissatisfied with a pay recommendation (and has not been able to resolve the matter informally) has the opportunity to make a representation in the form of a written submission to the Trust's human resources department, detailing the grounds and any supporting evidence of their disagreement with the pay recommendation.
- The following list, which is not exhaustive, includes the reasons for appealing against a pay decision:

a) incorrectly applied any provision of the Executive Pay Policy;
b) failed to have proper regard for statutory guidance;
c) failed to take proper account of relevant evidence;
d) took account of irrelevant or inaccurate evidence;
e) was biased; or
f) otherwise unlawfully discriminated against the employee.

- An appeal hearing will be arranged within 10 days of the appeal submission. This may be postponed for up to 5 days in order to accommodate TU companionship. The appeal will be heard by a panel consisting of three board members, who were not part of the Remuneration Committee panel approving the pay recommendation.
- The outcome of this review will be communicated to the employee in writing within 5 days of the hearing; this decision is final.

Notes for all appeals

- For any formal meeting, the employee is entitled to be accompanied by a colleague or union representative; this person may help to present the case but should not answer questions on behalf of the employee.
- Each step and action of this process must be taken without unreasonable delay.
- The timing and location of formal meetings must be reasonable.
- Formal meetings must allow both parties to explain their cases.

<u>The Appeal Hearing</u>

The outline below is intended as guidance only and should be adapted depending on circumstances.

- Chair introduces everyone and what their role is:

• Purpose of the meeting
• Self as Chair and other panel member(s) (if applicable)
• Employee and employee representative, and any witnesses for the employee side
• Management representative who will state the management case, and any witnesses for the management side

• Person who will clerk the meeting, and HR manager to give advice to the panel

Chair goes over the order of the hearing:
• Employee will state their case
• Chair asks questions of the employee, and then invites panel (if applicable) to ask questions
• Management will state their case
• Chair asks questions of the management, invites panel (if applicable) to ask questions
• Chair to sum up both sides
• Chair to adjourn hearing to deliberate

Employee (or their representative) presents employee case:
• What is the evidence that supports their case
• Introduces any witnesses
• Chair asks questions, then opens the discussion to the panel (if applicable).

Management representative presents management case:
• What is the evidence that supports the disputed pay / performance management decision
• Introduces any witnesses
• Chair asks questions, then opens the discussion to the panel (if applicable).

End of hearing
• If appropriate, the Chair can sum up the key points on both sides.
• Chair ends the hearing and advises employee that will let him/her have the panel's decision in writing within timescale
• If applicable (only for appeal heard by original decision maker) advise employee that s/he has a right of appeal and that the letter will contain full details

Decision-making
• Clerk notes main points of panel discussion and their decision
• Panel obtains HR advice if required to inform their decision making
• Employee is notified of the decision; decision and reason for the decision confirmed in writing.

9. Additional considerations

Tax

The Trust will ensure its senior employees' payroll arrangements fully meet their tax obligations for their employment within Plymouth CAST and comply with HM Treasury's guidance about the employment arrangements of individuals on the avoidance of tax. Senior managers with significant financial responsibilities will be on the payroll exclusively and subject to Pay As You Earn, with income tax and NI contributions deducted at source.

Pensions

The Trust will ensure the SELT are in the Devon County Council Local Government Pension Scheme.

Succession planning

When planning for successors, individuals will not automatically be recruited at the same level as their predecessor. The Trust will consider:

- Whether severance payments are reasonable and justifiable.
- The intended length of service.
- The required notice period.
- The length of time required to recruit a replacement.

9. Monitoring and review

This policy will be reviewed by the Board of Directors as required and at least annually.

Appendix 1 – Executive Pay Bandings

Role	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6
CEO	£139,959	£143,765	£147,391	£151,107	£154,822	£158,538
DOE	£113,949	£117,046	£120,142	£123,238	£126,335	£129,431
COO	£74,314	£77,411	£80,507	£83,604	£86,701	£89,797
CFO	£74,314	£77,411	£80,507	£83,604	£86,701	£89,797

The above pay scales are those agreed and ratified by the Board in December 2025