**Creating Tomorrow Trust**
**Trust Executive Leaders Pay Policy**

# Creating Tomorrow Trust

## Respect | Inclusion | Community | Empowerment

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| **Committee:** REMCo/Trust Board | **Date agreed by Trustees:** Sep 2025 |
| **Review Cycle:** 2 Years | **Review Date**: Sep 2027 |

# Wellbeing in our Trust

**Wellbeing at Creating Tomorrow Trust**

At Creating Tomorrow Trust, we believe that when our people thrive, our learners and communities thrive too.

Physical, emotional and mental wellbeing are essential to a thriving, collaborative and values-driven organisation, and we are committed to creating an environment where every colleague feels supported, respected and able to flourish.

We recognise that wellbeing needs can change over time, and anyone may experience challenges. We work together with openness, compassion and trust, ensuring that help is accessible when it is needed.

Health and wellbeing are everyone's responsibility, and we encourage a positive culture where concerns can be raised without judgement. The Trustees take their duty of care seriously and are committed to ensuring that support for all employees is available through:

- Effective and supportive line management
- A fair and manageable workload
- A professional, safe and inclusive working environment
- Access to wellbeing and employee support services through our Employee Assistance Programme:
    - *08000 856 148*
    - *educationsupport.org.uk*

We are committed to continuous improvement. **All Trust policies are reviewed for their impact on staff wellbeing**, ensuring our values are reflected not only in what we say, but in what we do.

Together, we create tomorrow by caring for one another today.

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## *1. Purpose of policy and guiding principles*

1.1 The purpose of this document is to provide Creating Tomorrow Trust with a policy and procedure that set out how the Trustees will take decisions on pay for the Trust Executive Team.

1.2 The Trust Executive Team includes the Chief Executive Officer and his direct reports who are not employed as Headteachers in the trust's schools. Currently this includes the Chief Finance Officer, the Chief Operating Officer and the Director of Education.

1.3 The Trustees will use this policy to assist with the recruitment, retention and recognition of executive employees whilst recognising that decisions about pay should be fair, justifiable, open, objective, accountable and within agreed policies and procedures.

1.4 This policy clarifies how the Trust will apply salary and remuneration to the Trust Executive Team, how it will use any discretionary powers, a timetable for annual pay reviews and identifies where responsibility lies for decisions on pay.

1.5 This document also outlines the procedure for appeals against pay decisions.

1.6 As a Multi-Academy Trust, the Trustees can determine their own terms and conditions for executive leaders which can include its own approach to deciding executive pay and rewarding performance.

1.7 Whilst recognising that this may be subject to change in the future therefore, currently all executives will be employed on either the statutory provisions of the School Teachers' Pay and Conditions Document (STPCD) or the 'Burgundy Book' as updated from time to time or the NJC 'standard' terms and conditions of employment for Local Government employees, the 'Green Book', as updated from time to time.

1.8 No conditions of employment or payments, other than those outlined in this policy should be awarded to the Trust Executive Team.

1.9 All pay-related decisions are made taking full account of the provisions set out in the prevailing version of the Academies Trust Handbook. Currently these are that Trust Executive Team pay will be determined according to the following principles:

- A robust evidence-based process and a reasonable and defensible reflection of the individual's role and responsibilities.
- The procedure for determining executive pay is agreed by the board in advance and documented.
- Any decision about executive pay is independent and objectively scrutinised by the Board of Trustees and conflicts of interest are avoided.
- 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 considered.
- The pay level agreed is proportionate, affordable and defensible relative to the public sector market
- The rationale behind the decision-making process is well documented and retained, including whether the level of pay reflects value for money.
- A basic presumption that Trust Executive Team pay should not increase at a faster rate than that of teachers, in individual years and over the longer term.
- Understanding that inappropriate pay and benefits can be challenged by ESFA, particularly in any instance of poor financial management of the trust.

1.10 Any safeguarding of salaries will be applied in accordance with individual, relevant terms and conditions of employment.

## *2. Links with other policies or legislation*

2.1. This policy links with terms and conditions of employment for all staff, underpinned by the Employment Rights Act 1996.

2.2. This policy links with the Trust Pay Policy for Teachers and the Trust Pay Policy for Support Staff.

2.3. This policy links with the Trust Teacher Appraisal Policy and the Trust Support Staff Appraisal Policy.

2.4. All employees will be treated equally and consistently, in accordance with the Equality Information and Objectives policy statement.

2.5. All pay-related decisions are taken in compliance with current employment legislation, including the Equality Act 2010.

## *3. Provisions*

### 3.1. Job Descriptions

3.1.1. The Board of Trustees will ensure that each member of the Trust Executive Team is provided with or, has access to, their job description in accordance with the staffing structure agreed by the Board.

3.1.2. Job descriptions will identify key areas of responsibility, functions, and post specifications. Appropriate differentials will exist between posts in the trust, recognising accountability, responsibility, line management requirements and overall impact on outcomes.

3.1.3. Job descriptions will be reviewed periodically, and where there are any significant changes to the job descriptions, the impact on remuneration will be considered, in consultation with the employee.

### 3.2. New Appointments / Determining Pay and Remuneration

3.2.1. Where a new appointment is being appointed to the Trust Executive Team, and before any recruitment is undertaken, the Remuneration Committee of the Trust Board will consider pay arrangements in place for current and/or previous incumbents, along with the prevailing contractual terms and conditions which are currently the statutory provisions of the School Teachers' Pay and Conditions Document (STPCD); National Joint Council (NJC) for local government services; current market forces; and external benchmarking of

leadership pay in trusts regionally and nationally especially those within the Special Educational Needs sector.

3.2.2. In arriving at a total remuneration package, the skills and experience of the candidate and their current remuneration package will be also considered, in recognition of the need to secure the best candidate.

3.2.3. The basic pay may be based on an agreed pay scale or a spot salary.

3.3. **Annual Pay Reviews**

3.3.1. The Trust Board will form an Appraisal Committee to carry out the annual performance review of members of the Trust Executive Team. The Appraisal Committee will make a pay recommendation to the Remuneration Committee based on the outcome of the review for their consideration.

3.3.2. The Trust Board delegate to the Remuneration Committee the administration and implementation of the Trust Executive Leadership Pay Policy. The Terms of Reference of the Remuneration Committee appear as an Appendix to this Policy.

3.3.3. The Remuneration Committee will ensure that pay for the Trust Executive Team is reviewed taking into consideration:

Pay recommendations made by the Appraisal Committee;
Contractual provisions including those included in the prevailing STPCD or NJC contracts;
The staffing establishment of Creating Tomorrow Trust;
Benchmarks of leadership pay in trusts nationally;
Benchmarks of leadership pay in regional trusts especially those within the Special Educational Needs sector;
Affordability in the context of the financial performance of the Trust

3.3.4. Pay progression is not automatic and any pay progression decisions will be linked to performance and appraisal outcomes.

3.3.5. Pay and Appraisal reviews are with effect from 1st September and undertaken no later than 31st October each year.

3.3.6. Within 14 calendar days of the pay review, the Remuneration Committee will provide a written statement to the member of the Trust Executive Team stating what the new salary or any other financial benefit will be, detailing how this has been arrived at.

3.3.7. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that may affect the structure of the annual pay / financial benefits in place.

## *4. Performance Related Pay*

4.1. In accordance with the Appraisal Policies of the Trust, the appraisal cycle will run for twelve months from 1 September to 31 August.

4.2. Objectives and targets will be set and agreed annually, focused on Trust improvement plans.

4.3. Decisions relating to pay progression (as detailed in 3.3) will be made with reference to the performance against the agreed targets for the previous academic year as well as fully meeting the requirements of the role as described in the individual's job description.

4.4. Members of the Trust Executive Team will be required to demonstrate and evidence that they have followed and embodied the vision and values of the Trust.

## *5. Appeals*

5.1. Where a member of the Trust Executive Team is dissatisfied with a pay decision, this should in the first instance be discussed informally with the Chair of the Remuneration Committee within 5 working days of receiving the outcome letter.

5.2. If unresolved then the member of the Trust Executive Team 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 Remuneration Committee as referred to above. Appeal letters should be submitted to the Company Secretary.

5.3. 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 provisions in this Pay Policy or the associated Appraisal Policy
- was biased; or
- otherwise unlawfully discriminated against the employee.

5.4. Any appeal should be heard by a panel consisting of the Chair of the Business Committee and two other trustees who were not involved in the original decision, 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.

5.5. Employees who are dissatisfied in relation to their pay have a statutory right to raise a formal complaint about that decision in line with the Trust Staff Grievance Policy. The appeal process defined within this section meets the statutory requirements for raising a "grievance" and therefore an issue raised as a pay appeal cannot then be raised

again under the Trusts Staff Grievance Policy.

## *6. Roles and Responsibilities*

6.1. The role of the Chief Operating Officer

6.1.1. The COO will ensure that the Trust Executive Pay Policy is included on the Trust Board agenda for review by trustees at least every two years, and annually where appropriate.

6.2. The role of the Trustees

6.2.1. Trustees will approve the Trust Executive Pay Policy.

6.2.2. Trustees will appoint a Remuneration Committee that determine and review the pay of the Trust Executive Team

6.2.3. Trustees will ensure that awards are made fairly and without discrimination or bias.

Trustees will monitor, evaluate and review policies in line with statutory and best practice guidelines.

6.3. The role of the employee/other staff

6.3.1. The Governance Business Partner will ensure that the Appraisal Committee is co-ordinated and occurs each year on behalf of the Trust Board.

6.3.2. The HR Business Partner will advise on policy and equal pay considerations and ensure all paperwork relating to Trust Executive Team pay reviews are held on file.

6.3.3. The CFO will monitor pay decisions, in line with budget planning and monitoring.

## *7. Monitoring and Evaluation*

7.1. The Trust Board will monitor the outcomes and impact of this policy on a regular basis, including trends in progression across specific groups to assess its effect and the Trust's continued compliance with equalities legislations and monitoring of the gender pay gap.