EXECUTIVE PAY POLICY

The Children's Endeavour Trust comprises of:
Abbot's Hall Community Primary School
Bosmere Community Primary School
Broke Hall Community Primary School
Chilton Community Primary School
Combs Ford Primary School
Freeman Community Primary School
Springfield Junior School
Whitehouse Community Primary School

Document Control

Version	*Date*	*Author*	*Comments*
Issue 1	**12/02/2026**	**CFO**	*New policy*

Owner: CFO
Approver: Finance and Audit Committee
Statutory Policy: Yes
Review Cycle: Biennial
Approval date: 12th February 2026

Contents

1. Introduction
The Children's Endeavour Trust is committed to ensuring that executive remuneration is fair, transparent, and provides value for money. This policy outlines the principles and procedures for setting and reviewing the pay of executive leaders within the Trust, ensuring alignment with statutory guidance and best practices.

The Children's Endeavour Trust is considered a small-sized Multi-Academy Trust (MAT), serving approximately 2,700 pupils. Salaries for executive roles will reflect the size, scope, and complexity of the Trust.

2. Scope
This policy applies to the following executive positions within the Trust
- Chief Executive Officer (CEO)/Accounting Officer
- Chief Financial Officer (CFO)
- Head of School Improvement
- Head of Operations
- Any other senior leadership roles with significant financial and operational responsibilities

3. Legislation and Guidance
As a Multi Academy Trust, we are free to determine our own approach in deciding executive pay, however the Board of Trustees must operate within the provisions set out in the Academy Trust Handbook when setting or agreeing increases to executive pay as follows:

- **Process** – that the procedure for determining executive pay and benefits, and keeping them proportionate, is agreed by the board in advance and documented
- **Independence** – decisions about executive pay and benefits reflect independent and objective scrutiny by the board and that conflicts of interest are avoided
- **Robust decision-making** – 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
- **Proportionality** – pay and benefits represent good value for money and are defensible relative to the public sector market
- **Commercial interests** – ensuring the board is sighted on broader business interests held by senior executives, and is satisfied that any payments made by the trust to executives in relation to such interests do not undermine the transparency requirements for disclosing pay in accordance with the academies accounts direction
- **Documentation** – the rationale behind the decision-making process, including whether the level of pay and benefits reflects value for money, is recorded and retained
- A basic presumption that executive pay and benefits 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 DfE, particularly in instances of poor financial management of the trust.

3.1 The Trust is also legally required under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish information on its website about the gender pay gap within the organisation.

4.0 Roles and Responsibilities

The Board of Trustees has ultimate responsibility to determine the pay level, pay progression and terms and conditions for all staff. The Board of Trustees have therefore adopted the policy set out in this document to provide a clear framework for the management of pay progression and arrangements for Executive Leaders.

4.1 The Pay Policy directs that the HR and People Committee has oversight from the Board of Trustees to monitor and evaluate the performance of the CEO and Executive Leaders. It is therefore the HR and People Committee's responsibility to ensure the performance reviews takes place to fulfil the Board's responsibility for the strategy and performance of the Trust.

5.0 Performance Evaluation

Performance evaluation should be built around a number of leading practice principles:

- Align their performance with the strategic aims of the Trust
- Be based on clear expectations developed and agreed in advance with executive leaders
- Have a clear, transparent and agreed link between performance outcomes and remuneration
- The CEO to set developmental plans and provide specific direction as necessary from the outcomes of the evaluation process
- Be conducted in a manner conducive to ongoing good governance
- Be tailored to the specific needs of the Trust (for example, including the role the CEO holds as an Executive Trustee) and:
- Comply with relevant standards for accountability and communication of the results for the Trust.

5.1 The review period will run in line with the academic year. The CEO's evaluation will include ongoing discussions with the Chair of the Board of Trustees about performance with regular feedback presented to the Board of Trustees. Other Senior Executives evaluation will include on-going discussions with the CEO about their performance but also with regular feedback being presented to the Board of Trustees.

6.0 Performance and Pay Review Process

6.1 CEO

The annual performance review process will be undertaken by the HR and People Committee which will include the Chair and one other trustee. An externally appointed consultant (who is independent and appropriately qualified) will support this process.

The following process will be followed:

- Reviewers meet prior to the review to ensure impartial assessment of the self-review and evidence, including mid-term review notes where applicable, and to ensure considered decisions about performance.
- Review leads to assessment of salary and presentation to the Board of Trustees for ratification.

6.2 The HR and People Committee will have the responsibility to report to the Board of Trustees on the outcomes of the performance review process, in order for the Committee to make any pay award decision.

6.3 Executive Leaders

- CEO completes evaluation of performance including mid-term review notes (if applicable)
- In review meeting, Reviewers and Executive discuss performance and evidence and agree to what extent objectives have been met.
- Recommendations on salary made to the Board and signed off by them. Objectives agreed and signed off by CEO; shared with the Board.

6.4 Any remuneration award should take into account:

- Current and past performance of the individual
- Academic performance of the Trust including Ofsted judgements
- Financial performance of the Trust
- Levels of pay for comparable roles within other Trusts and across government organisations
- Impact on the general levels of pay within the Trust
- Levels of pay increases for teachers and other staff in the Trust
- Size and complexity of the Trust
- Gender pay
- Educational and organisational challenges
- Experience and previous pay of the individual
- Cost of the total renumeration package
- Location of the Trust
- Retention and succession planning
- Public Scrutiny
- Affordability

6.5. Any decision taken by the HR and People Committee must be agreed and ratified by the Board of Trustees.

6.6 Appeals

If the CEO or Executive Leaders are unhappy with the outcome of their performance review, they should confirm this in writing to the Chair of the Trust Board within 5 working days of receiving the outcome letter. The appeal will be heard by the Chair of the Trustee Board along with two other trustees who have not previously been involved with the matter.

The outcome of the appeal will be confirmed in writing within 10 working days, stating if it has been upheld or not upheld. There will be no further right of appeal.

6.7 Benchmarking Principles

There are two key reports available for benchmarking, the CST & Brightmine Salary Survey of executive leadership roles and the Kresten Academies Benchmark Report, with consideration of Trust size, (e.g.

number of pupils and employees), complexity, and regional factors. While SCC scales are referenced for context they are not prescriptive. All executive pay decisions are reviewed annually by the HR and People Committee with consideration given to performance, affordability, and strategic priorities. The Trust remains committed to the Nolan Principles and ensures all decisions are transparent, proportionate and defensible under scrutiny.

6.8. Job evaluation

Job evaluation of Executive Leadership roles are conducted with a focus on strategic impact, leadership accountability and operational complexity against nationally recognised factors. Evaluation considers factors including knowledge, skills, qualifications, analytical, communication, and use of resources. The process ensures the remuneration reflects the scope and significance of the role, aligns with public sector pay principles, and supports the recruitment and retention of high-calibre leadership committed to delivering excellence in their roles. The postholder has the right of appeal against any job evaluation decision.

7. Performance Related Pay

The Trust do not offer performance related pay such as bonuses. However, performance is taken into account when establishing appropriate movement through pay scales.

7.1 Other payments

In respect of a member of the Executive Team, the Trustees may consider making additional payments for:

- Recruitment, except relocation expenses (see paragraph on recruitment incentives/benefits)
- Being temporarily appointed to an additional area of responsibility
- Any other payment which is not for relocation N.B. the sum total of these additional payments will not exceed 25% of the basic salary of the employee unless there are exceptional circumstances.

7.2 HR and People Committee

The HR and People Committee will:

1. **Recommend Executive Pay Policy:**
    - Develop and recommend the Executive Pay Policy for Board approval.
2. **Determine and recommend Executive Pay:**
    - Make independent decisions for recommendations on executive remuneration.
3. **Review Pay Policies:**
    - Regularly review this policy for relevance and compliance.
4. **Ensure Compliance**
    - Monitor adherence to this policy and statutory requirements.