



Executive Pay Policy

Policy Owner:	Head of People
Approved by:	Trust Board
Last reviewed:	November 2025
Next review due by:	November 2026

Due to the evolving nature of The CAM Academy Trust, procedures behind this policy will be reviewed and amended accordingly to reflect changes.

At the heart of our work lie the six core principles of The CAM Academy Trust. These drive everything that we do.



Purpose and Scope

This policy sets out the framework by which the Board of Trustees determines and reviews the remuneration and benefits of members of the Executive Team of The CAM Academy Trust (“the Trust”).

Executives in scope are defined as the Chief Executive Officer (Accounting Officer), Chief Education Officer, Chief Finance Officer, and any other senior leaders designated by the CEO as members of the Executive Team.

The aim is to ensure that:

- Executives are fairly, transparently, and appropriately rewarded for their responsibilities, performance, and impact;
- Decisions represent good value for public money; and
- The process is robust, evidence-based, and defensible.

This policy should be read alongside the Academy Trust Handbook (2025), the Academy Trust Governance Code, and the Seven Principles of Public Life (Nolan Principles).

Principles

The Board is committed to the following principles:

Transparency

- Decisions on executive pay are taken by the full Board, following recommendations from the Governance & Remuneration Committee in the autumn term each year.
- No executive is involved in determining their own pay or in receipt of documents concerning their own remuneration.
- All decisions are documented and reported in the Trust’s annual accounts and on the Trust website as required.
- Pay decisions will be communicated to executives at the end of the autumn term each year.

Proportionality

- Pay reflects the scale, complexity, and performance of the Trust, and is benchmarked against comparable organisations.
- Executive pay and benefits must not increase at a faster rate than teacher pay in any given year or over the longer term.
- Pay decisions consider affordability, workforce pay differentials, and the median earnings of the Trust’s workforce.

Defensibility

- Decisions are supported by independent benchmarking and clear rationale.
- Pay decisions are made within a framework that is evidence-based, proportionate, transparent, and consistent with public sector principles. It should ensure value is delivered for pupils, schools, and the community.
- The Board can publicly justify its decisions to regulators, auditors, and the public.

Roles and Responsibilities

Board of Trustees:

- Retains full responsibility for final decisions on pay for the Chief Executive Officer and approval of the annual pay award; decisions cannot be delegated.
- Approves this policy and reviews it annually.

Governance & Remuneration Committee:

- Composed of at least three trustees, with a quorum of two, in line with the Terms of Reference.
- Makes recommendations to the Board on approval of the annual pay award.
- Ensures conflicts of interest are recorded and managed.
- May seek external advice or benchmarking data to inform decisions.

Chief Executive Officer (Accounting Officer):

- Is excluded from all discussions and decisions regarding their own remuneration, apart from performance management conversations.
- Is accountable for making pay decisions for the executive leadership team, although these are still shared with the governance and remuneration committee annually as part of pay award approval.

Governance Professional:

- Supports the Remuneration Committee, maintaining records, and ensuring compliance with regulatory requirements.

Pay Determination Framework

Executive pay will be determined with regard to:

- Role scope and responsibility (e.g., size of Trust, number of schools, breadth of remit, budget, pupils, and geographic spread);

- Skills, experience, and qualifications of the individual;
- Benchmarking data from sector sources such as the CST/Browne Jacobson annual survey;
- Performance, including delivery against agreed strategic objectives; (whilst we have de-coupled pay and performance, exceptional performance may be considered as part of salary review)
- Value for money, considering proportionality to public sector norms; and
- Contextual factors such as financial constraints, recruitment market, and organisational complexity.

Pay determinations include base salary, employer pension contributions, other contractual benefits, notice periods, leave, and other conditions. All pay decisions will be documented with rationale and supporting evidence.

Pay Progression and Reviews

- Executive pay will be reviewed annually, following completion of the appraisal process.
- The pay award will be applied in line with those for other Trust staff, subject to Board approval.

External Benchmarking

The Trust will use independent benchmarking to ensure pay levels remain appropriate and competitive. Sources may include:

- CST/Browne Jacobson/Brightmine Executive Pay Survey;
- DfE and public sector comparators;
- EPM, our HR support & Payroll provider;
- Comparable Trusts by pupil numbers, geographic spread, and complexity.

Benchmarking will inform but not determine decisions.

Transparency and Publication

In accordance with the Academy Trust Handbook:

- The Trust will publish annually on its website the number of employees (including executives and off-payroll appointees) whose remuneration exceeds £100,000, in £10,000 bands.
- Executive pay ratios (CEO to median trust pay) will be published in the annual report, with an explanation of methodology and year-on-year change.

This policy will be accessible to all staff and trustees.

Tax Compliance

All executive members must be paid via payroll, subject to PAYE and NI deductions in accordance with HM Treasury guidance on public sector tax arrangements. No off-payroll arrangements will be used for executive posts. However, if there is a need to cover an executive post in the short term, an off-payroll arrangement may be required in the short term to fill any operational gaps. In this instance, approval must be obtained by the board and for Accounting Officer and Chief Financial Officer roles, approval must be sought from the DfE.

Appeals Process

The Trust Board is committed to ensuring that appeals against pay decisions meet the requirements of the dispute resolution provisions covered within employment law. The process set out below is consistent with the dispute resolution provisions of employment law and may be adopted by the Trust as the means by which appeals against pay decisions are considered.

If the employee does not agree with the pay recommendation to be made, then they may provide a written statement to the Head of Governance which will be provided to the Trust Board to consider alongside the pay recommendation.

Executives who wish to appeal a pay decision may do so as follows:

1. Raise concerns informally with their Line Manager
2. Submit a formal written appeal within 10 working days of notification to the Head of Governance.
3. Appeals will be heard by trustees not involved in the original decision.
4. The appeal review will focus on whether due process was followed and whether the decision was fair, evidence-based, and defensible.
5. The outcome will be confirmed in writing and is final.

10. Review and Evaluation

The policy will be reviewed annually by the Governance and Remuneration Committee and approved by the full Board.

The Committee will consider feedback from auditors, regulators, and staff to ensure ongoing compliance and effectiveness.