



TAPESTRY LEARNING PARTNERSHIP

Executive Pay Policy

Department:	People & Culture
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Revision History

Version	Date	Author	Summary of changes

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1.0 Overview

Setting the framework for the pay of the senior executive team in an academy trust is the direct responsibility of the Tapestry Learning Partnership Board of Trustees (the Board), which must retain control and oversight of this critical function. The Board must ensure that the pay and leadership structure:

- is in keeping with the Nolan principles
- is appropriate in the public sector
- is affordable and sustainable in the long term and
- is appropriate for the level of responsibility each individual has.

Guiding documents

Key guidance documents will be considered when setting Executive pay within Tapestry Learning Partnership (Tapestry) i.e.:

- The Academy Trust Handbook
- DfE Guidance Setting Executive Salaries for Trust Boards
- DLT Staff Pay and Reward policy

Senior Executive Team

Within Tapestry the senior executive team consists of:

- Chief Executive Officer (CEO)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Chief Education Officer (CEdO)

Considerations

Key areas for consideration when setting executive pay are:

- Executive roles and responsibilities
- Remuneration and affordability

- Ethics
- Tapestry's size, nature and context
- Gender pay parity
- Recruitment and retention
- Bench-marking (including possible reference to other sectors)
- Pensions and other benefits

2.0 People & Culture Committee

The People & Culture Committee (the Committee) has been given delegated responsibility by the Board to review executive pay and make recommendations to the Board.

The process, rationale and outcomes relating to the decision-making of the Committee and Board will be fully documented.

The Committee will have due regard to the Nolan Principles of Public Life and to the guidance available from relevant sector bodies.

The Committee will seek evidence from and advice of the CEO in determining all executive pay awards other than their own.

The Committee will exercise its judgement based upon its knowledge of the overall performance of the Trust and of the individuals concerned and will require information and evidence regarding a range of factors including:

- Performance (individual and Trust-wide).
- Sector benchmarking (all relevant aspects).
- Financial sustainability.
- Specific relevant contextual matters that may influence pay considerations, eg; the complexity inherent in the role.

The Committee has the authority to seek the advice of an external party in order to review Executive performance. Any external party will only support the performance review and will not make any pay recommendations.

3.0 Defining the remuneration package for the CEO

The salary and remuneration package for the CEO is set by the Board taking into account the key areas for consideration as set out above.

Due to the nature of the role, the CEO salary is a fixed salary and not subject to a pay band. The Committee will review the salary on an annual basis to determine if an increase is valid and the amount of the increase based on the performance and achievement of the CEO against agreed objectives.

The CEO will be eligible for any inflationary increase that is given to all employees.

4.0 CEO remuneration

The Board has delegated performance management of the CEO, to the Chair and Vice Chair of the Board. The Chair and Vice Chair will set and agree the objectives with the CEO before the end of September for the academic year and these will be approved by the Board at their next meeting.

Objectives will be written in SMART wording and will stretch and challenge the individual to achieve the strategic aims of the Trust.

The Chair and Vice Chair will undertake interim reviews in December and March with the CEO, reporting on progress to the Board. Upon completion of the final end of year review in July each year the Chair and Vice Chair will report the outcome to the Committee who will undertake a robust review and make a recommendation to the Board for any changes to the remuneration package of the CEO.

5.0 Defining Pay for other Executive roles

Pay bands for other Executive roles will fall within a range, dependent upon the size and complexity of the role. The Leadership pay bands are reviewed and recommended for approval to the Board by the Committee.

Annual pay considerations and cost of living increases are recommended to the Committee by the CEO, with the professional support and advice of the Head of People & Culture.

The CEO will be required to recommend the initial pay point on the pay range of the Executive roles. Subsequently, annual pay recommendations will be made by the CEO to the Committee, with the professional support and advice of the Head of People & Culture. The Committee will then make their recommendations to the Board following a robust review process.

6.0 Review process

The Academy Trust Handbook (ATH) 2025 stipulates:

2.27. The board of trustees must ensure its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities. No individual can be involved in deciding their remuneration. Decisions about executive pay may be challenged by DfE.

2.28. The board must discharge its responsibilities effectively, ensuring its approach to, and levels of, pay and benefits is transparent, proportionate and defensible. This must be documented in an agreed pay policy, which sets out the process for determining executive pay and includes:

- independent scrutiny by the board
- robust decision-making that demonstrates justifiable pay
- proportionality – that pay and benefits represent good value for money and are defensible relative to the public sector market
- documented decision-making with rationale and approval by the board
- 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

In order to comply with these requirements, the Committee will undertake a transparent, proportionate and defensible process including:

1. Ensuring committee members are suitably experienced to undertake pay reviews
2. Receiving full documentation relating to performance reviews for the CEO from the Chair and Vice Chair of Trustees and from the CEO for wider the Executive team. This will evidence the achievement, or otherwise, of individuals against agreed performance objectives
3. Undertaking benchmarking to determine levels of pay for similar roles, within trusts of similar size and context
4. Considering the financial affordability of any proposed pay award
5. Discussing and deciding recommendations to the Board for any pay awards
6. Noting any challenge/dissent to any recommendation
7. Providing a report to the Board making pay recommendations for approval

Appendix A sets out a form to be completed to evidence decision making.

7.0 Appeals Process

The Board is committed to ensuring that decisions regarding executive pay are fair, transparent, and consistent with the principles of good governance. Executives have the right to appeal a pay decision if they believe:

- The policy has not been applied correctly.
- Relevant evidence was not considered or was misinterpreted.
- There is a conflict of interest or bias in the decision-making process.
- The decision is disproportionate compared to agreed benchmarks or performance criteria.

Submission of Appeal

An appeal must be submitted in writing to the People & Culture Committee within 10 working days of receiving the pay decision. The appeal should clearly state the grounds for appeal and include any supporting evidence.

Review of Appeal

The appeal will be reviewed by an Appeals Panel comprising trustees who were not involved in the original decision. The panel may seek advice from an independent external advisor to ensure compliance with the Academy Trust Handbook and best practice.

Appeal Hearing

The executive will be invited to attend an appeal meeting to present their case. They may be accompanied by a colleague or trade union representative. The panel will consider all evidence and representations before reaching a decision.

Outcome

The Appeals Panel will communicate its decision in writing within 10 working days of the hearing. The decision will include the rationale and will be final.

Record Keeping

All documentation relating to the appeal will be retained for audit and compliance purposes.

Appendix A: Executive Pay Evidence Table

Category	Details
Role Title	
Trust Size	[Insert number of schools / pupils]
Region	East Midlands
Current Salary	£[Insert current salary]
Benchmark Range	£[Insert lower quartile] – £[Insert upper quartile]
Benchmark Source	Examples that may be used - CST Salary Survey (via Brightmine), Employer Link, ECC, Cendex
Comparable Trusts	[Insert names or anonymised data from similar trusts]
Performance Indicators	<ul style="list-style-type: none"> • Educational outcomes • Financial health • Strategic delivery
Remuneration Committee	Reviewed on [insert date], chaired by [insert name]
Recommendation	E.g. Increase to £XXX based on market median and performance
Justification	<ul style="list-style-type: none"> • Competitive positioning • Retention of talent • Value for money