

CRESCONOVA ACADEMY

PAYING STAFF POLICY

Version control

Date	Action	Next review
	New policy	
	Policy reviewed and approved by Board	

1. Purpose

The purpose of this Paying Staff Policy is to ensure that all remuneration paid by Cresconova Academy (the *Charity*) to its staff is lawful, reasonable, transparent, properly authorised and in the best interests of the Charity. The policy supports good governance, protects charitable assets, and assists trustees in discharging their fiduciary duties under charity law.

This policy demonstrates the Charity's commitment to fair pay practices while ensuring that staff remuneration does not exceed what is necessary to attract and retain individuals with the appropriate skills and experience to deliver the Charity's objects.

2. Scope

This policy applies to all individuals engaged by the Charity under contracts of employment, whether full-time, part-time, fixed-term or temporary. It also applies, where relevant, to individuals engaged personally as consultants or workers where the Charity determines that the principles of this policy should apply.

This policy does not apply to trustees acting solely in their capacity as trustees, whose remuneration and expenses are governed by separate policies and by charity law.

3. Principles Governing Staff Pay

All staff pay must further the Charity's charitable purposes and represent a proper and prudent use of charitable funds. Remuneration arrangements must be reasonable, proportionate and justifiable by reference to the role performed, the responsibilities assumed, and the skills and experience required.

The Charity seeks to balance fairness to staff with affordability and sustainability, having regard to its financial position, funding arrangements and long-term viability. The Charity will

not pay excessive remuneration and will avoid pay arrangements that could reasonably be regarded as bringing the Charity into disrepute.

4. Responsibility and Oversight

The board of trustees has ultimate responsibility for oversight of staff pay and remuneration arrangements. Day-to-day responsibility for implementing this policy may be delegated to either Barbara Yu or Yen How Tai as Co-Founding Trustees, or another senior officer.

Trustees must ensure that decisions relating to staff pay are taken independently, free from conflicts of interest, and in accordance with the Charity's governing document and Conflicts of Interest Policy.

5. Setting Initial Pay

When creating a new staff role or appointing a new member of staff, the Charity will determine an appropriate rate of pay based on an assessment of the role's duties, responsibilities and required competencies. Where appropriate, the Charity may consider external benchmarks, comparable roles in similar organisations, or professional market data.

Terms of employment must be set out in a written contract.

6. Pay Reviews and Changes to Pay

Staff pay will be reviewed periodically, normally annually, taking into account the individual's performance, changes in role or responsibilities, market conditions, and the Charity's financial position. There is no automatic entitlement to pay increases.

Trustees retain the right to suspend or defer pay reviews or increases where necessary to protect the Charity's financial sustainability.

7. Non-Salary Benefits

Non-salary benefits, where offered, must be reasonable, proportionate and appropriate to the role, and must be clearly documented as part of the individual's terms of engagement.

8. Transparency and Record-Keeping

Accurate records of staff remuneration, pay decisions and approvals must be maintained and retained in accordance with the Charity's Data Retention Policy. Information on staff pay will be reported to the trustees as part of regular financial reporting and disclosed publicly where required by law or regulatory guidance.

9. Compliance with Law and Guidance

This policy is intended to ensure compliance with charity law, employment law and relevant guidance issued by the Charity Commission, including the principle that staff pay must be reasonable and justifiable in the context of the Charity's purposes and resources.

10. Review of the Policy

This policy will be reviewed by the trustees at least annually and updated as necessary to reflect changes in law, guidance or the Charity's operational needs.