



**SANCTA
FAMILIA**

CATHOLIC ACADEMY TRUST

Executive Pay Policy

Internal Use

Policy Owner:	Trust Board
Review Cycle:	Annually
Date of last review:	September 2025
Date of next review:	September 2026

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Summary

This policy governs the setting and review of pay for the Chief Executive Officer (CEO) and all employees earning £100,000 or more.

It ensures decisions are rooted in Catholic social teaching, compliant with the Academy Trust Handbook, and follow the delegated responsibilities defined in the Trust's Scheme of Delegation (SoD), approved September 2025.

About this guidance

This guidance supports governors and leaders in making decisions that honour both civil law and the mission of the Church.

Who is this guidance for?

- Trust Board of Directors – final approver of CEO and CFO pay level, appraisal and pay award
- Members, Religious Order and Diocese – monitor in line with SoD HR and Performance

Main Points

CEO and any employee paid £100,000+ are covered.

Delegations follow SoD Table:

- Recommend: Pay Committee.
- Approve: Trust Board of Directors.
- Monitor: Members, Religious Order and Diocese.

Pay should be reflective of industry marketplace.

Gender pay gap reporting is both a statutory and a justice issue.

Appeals go to the Chair of the Board with two uninvolved Directors (non-Pay Committee members), consistent with SoD grievance procedures.

Main Content

1. Objectives

- Make decisions founded on the Nolan Principles—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership—enriched by Catholic virtues of prudence, justice, fortitude, and temperance.
- Recruit and retain outstanding leaders who advance the Trust's mission of Catholic education.
- Ensure remuneration reflects both professional responsibility and the call to servant leadership.

2. Scope

Applies to the CEO and any employee earning £100,000 or above.

3. Legislation and Guidance

- Academy Trust Handbook requirements on process, independence, proportionality, and documentation.
- Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 for gender pay reporting.
- Canonical expectations that Catholic schools witness to Gospel values in their stewardship of resources.

4. Roles and Responsibilities

- Board of Directors: final authority for executive pay; ensures decisions uphold Catholic social teaching.
- Pay Committee: undertakes detailed review, and reports to the Trust Board.
- Clerk to the Board: records the discernment process to ensure transparency and accountability.

5. Performance Evaluation

Performance reviews will serve as a comprehensive process that aligns each individual's objectives with the Trust's strategic aims and Catholic mission, is rooted in clear expectations prayerfully discerned and agreed upon in advance, incorporates measurable outcomes in Catholic life and formation, academic excellence, and financial stewardship, and delivers constructive feedback designed to nurture both professional development and the growth of spiritual leadership.

Key Elements of the Performance Review

- **Strategic & Mission Alignment:** Ensure personal and team objectives reflect the Trust's long-term strategic goals and its Catholic mission.
- **Prayerful Preparation:** Set clear expectations ahead of time through collaborative discussion and prayerful discernment.
- **Holistic Measurement:** Track progress using defined metrics for Catholic life and formation, academic achievement, and responsible financial stewardship.
- **Growth-Focused Feedback:** Provide constructive, forward-looking feedback to strengthen professional skills and cultivate spiritual leadership.
- **Ongoing Development:** Encourage continuous learning and reflection so that staff can adapt and thrive in both their professional roles and their faith-based responsibilities.

6. Performance and Pay Review

- CEO: Reviewed annually by the Trust Board, through the delegated pay committee. Evidence of impact on delivery of the Trust's strategic plan, Catholic mission, financial stewardship and organisational growth.
- Headteachers >£100k: Reviewed by CEO, approved by the Trust Board.

- Executive Heads >£100k: Reviewed by CEO, approved by the Trust Board.
- Senior Executives >£100k: Reviewed by CEO, approved by the Trust Board.

Pay-Decision Criteria

Pay decisions across the Trust are guided by a balanced set of principles that honour Catholic values, recognise achievement, and remain financially responsible. Each factor is weighed together to ensure fair, sustainable, and mission-focused outcomes.

Key Considerations

- **Catholic Leadership and Witness:** Demonstrated commitment to Catholic values and ability to inspire faith and service within the school community.
- **Academic Performance & Inspection Outcomes:** Evidence of strong student achievement and positive reports from Ofsted and the Catholic Schools Inspectorate.
- **Financial Stewardship & Growth:** Contribution to sound budgeting, efficient use of resources, and healthy expansion of the Trust.
- **Market Comparisons:** Awareness of salary benchmarks in public education and Catholic institutions to remain competitive without excess.
- **Gender Pay & Dignity of Work:** Ongoing attention to equity and the inherent dignity of every role.
- **Retention, Succession, & Service to the Marginalised:** Support for retaining key staff, developing future leaders, and meeting the needs of disadvantaged communities.

7. Appeals

A written appeal must be submitted to the Chair of the Board within five working days, after which the Chair and two uninvolved Directors will review the matter and their final decision will be confirmed in writing within ten working days.

You can appeal by:

- Submit a written appeal to the Chair of the Board within five working days.
- The appeal is heard by the Chair plus two uninvolved Directors.
- They will reflect and, if appropriate, pray to reach a decision.
- The written outcome is provided within ten working days.
- The decision is final.

Appendices

Appendix A – Table of responsibilities

Role	Responsibility
Trust Board	Approves CEO/CFO pay level, appraisal & pay award
	Approves Headteacher salary scales & pay awards
Pay Committee	Recommends CEO/CFO pay level & award
	Recommends Headteacher salary scales & awards
LGCs	Provide local intelligence for Headteacher appraisals and pay rewards
Members / Religious Order/ Diocese	Monitor Trust Board decisions for CEO, CFO pay, appraisal and pay reward and provide Catholic ethos & strategic oversight



SANCTA FAMILIA

CATHOLIC ACADEMY TRUST

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