



# NEWMAN CATHOLIC TRUST


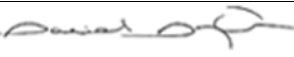
HEART SPEAKS TO HEART

## Executive Pay Policy 2024-25

### Review

Review Cycle	Date of Policy	Reviewed by	Review Date
Annual	2024-25	FBM	November 2025

### Ratification

Role	Name	Signature	Date:
Chair of Board	Chris Izuka		October 2024
CEO	Dr Daniel Doyle		October 2024

### *Commitment to Equality:*

*We are committed to providing a positive working environment which is free from prejudice and unlawful discrimination and any form of harassment, bullying or victimisation. We have developed a number of key policies to ensure that the principles of Catholic Social Teaching in relation to human dignity and dignity in work become embedded into every aspect of school life and these policies are reviewed regularly in this regard.*

At the Newman Catholic Trust, we are unwavering in our commitment to nurturing a vibrant community centred around the belief that every child, entrusted to our care, is a cherished child of God, deserving of an exceptional education. This unwavering conviction serves as the cornerstone of our vision: to be a leading beacon of outstanding, sustainable Catholic education, where each student embarks on a transformative journey of academic excellence, spiritual growth, and personal development.

Guided by the teachings of the Church and inspired by the unwavering faith of our namesake, Saint John Henry Newman, we strive to foster a welcoming and inclusive environment where dignity, respect, and compassion are paramount. This commitment extends to ensuring a fair and accessible process for addressing any concerns or grievances that may arise, as expressed in our core values:

- **Christ/Child Centred:** Placing the Gospel values, the teachings of Christ and the well-being of each child at the heart of every action we take.
- **Inclusive and Consultative:** Ensuring open communication and engagement with all members of our community.
- **Caring:** Showing empathy, understanding, and support in navigating any challenges that may arise.
- **Transparent:** Fostering openness and honesty in all our interactions.
- **Strategic:** Approaching all matters with careful planning and consideration for the wider community.
- **Professional:** Maintaining the highest standards of conduct and integrity in our decision-making.
- **Accountable:** Taking responsibility for our actions and fulfilling our commitment to ensuring a safe and nurturing environment for all.

## **1. Introduction**

### **1.1 Our Vision and Mission**

At the Newman Catholic Trust, we understand that exceptional leadership at the executive level is crucial to achieving our mission of providing transformative Catholic education. Our CEO, CFO, Executive Leaders across the Trust, and Executive Leaders within the Central Team are central to realising our vision. They are instrumental in shaping our strategic direction, driving operational excellence, and fostering an environment where both staff and students can thrive. Their leadership is not just about managing resources but about inspiring a culture of excellence, innovation, and integrity throughout our Trust. The Board also recognises that in order to attract and retain excellent executive leaders who provide inspirational leadership and bring the Newman Catholic Trust strategic plan to life, appropriate levels of pay are necessary.

### **1.2 Commitment to Accountability and Transparency**

In recognising the pivotal role of our executive leaders, we are committed to maintaining a framework of rigorous accountability and transparency in our approach to remuneration. This policy outlines our commitment to ensuring that executive pay decisions are made with the highest standards of fairness and objectivity. We believe that a well-defined and transparent remuneration process is essential for attracting and retaining the best talent and for aligning individual performance with the Trust's strategic goals.

The Board of Directors appreciates that it is free to determine its own approach to setting and reviewing executive pay. However, this has to be balanced against the fact that Newman Catholic Trust is a charity and company limited by guarantee, which is accountable to the young people and communities it serves, and which is also accountable to the Education & Skills Funding Agency ("ESFA"). Executive salaries will, therefore, reflect the individual's responsibilities whilst also demonstrating value for money. This means the Board of Trustees will comply with key statutory and regulatory guidelines. Key requirements and guidelines include:

- Following a robust, evidence-based process reflective of the individual's role and responsibilities.
- Ensuring the CEO and other Executives are not involved in setting their own pay.
- Documenting the procedure for determining executive pay, with decisions independently scrutinized by the Board of Directors.
- Avoiding conflicts of interest and ensuring that pay levels are proportionate and defensible relative to the public sector market.
- Publishing information on the gender pay gap as required under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- Taking account of the provisions set out in the Academy Trust Handbook relating to executive pay (see Appendix 1)

### **1.3 Guiding Principles**

The Newman Catholic Trust Board of Directors is acutely aware that responsible management of public funds, coupled with transparent reporting and accounting practices, is crucial to maintaining public trust and confidence. Our approach to executive pay is designed to uphold these standards rigorously. We adhere to the Nolan Principles of Public Life, which underpin our decision-making process and ensure the highest standards of integrity and transparency in executive remuneration. These principles are:

- **Selflessness:** Executive pay decisions are made with the public interest at the forefront. Our leaders are committed to acting solely in the interest of our Trust and its mission, avoiding any conflicts of interest or personal gain.
- **Integrity:** Remuneration decisions are made impartially, without any individual being involved in setting their own pay. Our executives must avoid situations where external influences could compromise their impartiality and must declare and manage any potential conflicts of interest transparently.
- **Objectivity:** All pay decisions are based on merit and the best available evidence, free from bias or discrimination. We ensure that compensation reflects the responsibilities and performance of each role within our Trust.
- **Accountability:** The Board of Trustees holds itself accountable to the public for all decisions regarding executive pay. We are committed to openness and are prepared to subject our decisions to external scrutiny and challenge.
- **Openness:** We strive for transparency in all our pay decisions. The process for determining and reviewing executive remuneration is clear and accessible to all stakeholders.
- **Honesty:** Our reporting on executive pay is conducted with honesty and accuracy. We ensure that all communications and documentation regarding remuneration are truthful and reliable.
- **Leadership:** Our executive leaders are expected to model these principles in their own behaviour, actively promoting and upholding the standards of integrity and accountability within the Trust. They are encouraged to challenge any actions or decisions that do not align with these principles.

## 2. Review and Compliance

We regularly review our policies to ensure they are effective in promoting equality and fairness. This includes assessing the impact of our pay decisions and ensuring compliance with legal requirements and best practices. Our review process involves:

- Periodic assessments of policy effectiveness.
- Addressing any issues related to fairness and equality.
- Regular updates to reflect changes in statutory guidelines and organizational needs.

## 3. Framework for Determining Pay

### 3.1 Alignment with National Guidelines

Our approach to executive pay is aligned with national guidelines, including the School Teachers' Pay and Conditions Document (STPCD) and guidance from the ESFA and Academies Financial Handbook. This ensures that our pay structures are consistent with statutory requirements and best practices.

### 3.2 Sustainability and Consistency

We aim to implement sustainable and consistent remuneration practices. This involves considering market data, performance metrics, and the strategic needs of our Trust to ensure that pay structures are appropriate and reflective of the responsibilities and impact of each role.

### 3.3 Specific Contexts

Pay structures will be shaped to address the unique contexts of our schools and the responsibilities of our leaders. This ensures that remuneration is appropriate and reflects the impact and expectations of each role.

## 4. Provisions

### 4.1 Job Descriptions

- **Provision:** The Trust Board will ensure that every executive role has a clear and detailed job description outlining responsibilities, accountabilities, and qualifications.
- **Review:** Job descriptions will be reviewed periodically to ensure they remain current and relevant. Changes will be considered in relation to remuneration.

### 4.2 New Appointments

- **Pay Determination:** For new executive appointments, the Trust Board will consider existing pay scales, statutory provisions, market conditions, the Trust's wider organisational structure and affordability and the candidate's experience.
- **Pay Structure:** Remuneration will be determined based on a set scale reflecting the role's requirements and market conditions and align with the Trust's Pay Policy.

### 4.3 Annual Pay Reviews

- **Review Process:** The Trust Board will conduct annual pay reviews, considering performance, market data and statutory guidelines.
- **Subcommittee:** A Performance Management and Remuneration Committee will conduct the annual review and recommend outcomes to the full Trust Board.
- **Timing:** Reviews will occur between September 1 and December 31 each year.
- **Notification:** Executives will receive written notification of any pay changes within one month of the review.

## 5. Performance-Related Pay

### 5.1 Evaluation Principles

Performance evaluation will follow leading practice principles, including:

- Alignment with the Trust's strategic aims.
- Clear expectations developed and agreed in advance.
- A transparent link between performance outcomes and remuneration.
- Regular feedback and developmental plans based on evaluation results.
- Compliance with relevant standards for accountability and communication.

### 5.2 Performance Management Cycle

The performance evaluation period aligns with the academic year. Ongoing discussions about performance will involve the CEO, Chair of the Board, and relevant Committees.

### 5.3 Performance and Pay Review

#### 5.3.1 CEO Review Process

The annual performance review for the CEO will be conducted by the Performance and Remuneration Committee, which includes the Chair and one other Director, supported by an independent consultant. The process includes:

- Receipt and review of self-assessment and evidence paperwork.
- Pre-review meeting to ensure impartiality.

- Discussion of performance and evidence with the CEO.
- Assessment of salary and presentation of recommendations to the Board for ratification.

### **5.3.2 Senior Executives Review Process**

For other Senior Executives, senior members of the Central Team (e.g. the CFO) or for members of the Central Team earning more than £100,000, the review will involve the CEO and a representative from the Performance Management and Remuneration Committee. The process includes:

- Receipt and review of self-assessment and evidence paperwork.
- Evaluation of performance, including mid-term review notes.
- Discussion of performance and evidence with the Senior Executive.
- Recommendations on salary and objectives presented to and approved by the Board.

### **6.4 Considerations for Remuneration Awards**

Remuneration awards will consider:

- Current and past performance.
- Academic and financial performance of the Trust.
- Pay levels for comparable roles.
- Impact on overall pay structure within the Trust.
- Experience, previous pay, and location of the Trust.
- Affordability and public scrutiny.

## **6. Appeals Process**

### **6.1 Informal Resolution**

Executives dissatisfied with a pay decision should first seek informal resolution with the Chair of the Performance Management and Remuneration Committee.

### **6.2 Formal Appeal**

If unresolved, executives may submit a formal appeal within 10 days of the decision. Appeals should be submitted in writing to the Clerk to the Trust Board, detailing specific grounds for appeal.

### **6.3 Grounds for Appeal**

Appeals may be based on:

- Incorrect application of terms and conditions.
- Failure to consider relevant evidence or statutory guidance.
- Inconsistencies in applying the pay policy.
- Bias or discrimination.

### **6.4 Appeal Hearing**

Appeals will be heard by a panel of three members from the Board of Directors, excluding those involved in the original decision. The panel will review the appeal and provide a decision within 20 working days.

## **7. Roles and Responsibilities**

Whilst the Newman Catholic Trust Board of Directors has overall responsibility for reviewing and ratifying this Policy, it delegates responsibility to the Finance, Audit and Risk Committee.

Additional responsibilities:

### **7.1 Chief Executive Officer (CEO)**

- Oversee the annual review of the policy.
- Coordinate with the FAR Committee and Executive Performance Management Committee to make arrangements for and coordinate implementation of pay, appraisal and performance management.

### **7.2 Trust Board Directors**

- Approve and oversee the pay policy.
- Appoint and supervise the Executive Performance Management Committee.
- Ensure fairness and compliance in pay decisions.

### **7.3 Human Resources (HR)**

- Provide guidance on policy implementation and equal pay considerations.
- Maintain records related to pay reviews and decisions.

### **7.4 Chief Financial Officer (CFO)**

- Monitor pay decisions in relation to budgetary constraints and financial planning.

## **8. Monitoring and Evaluation**

### **8.1 Policy Impact**

The Trust Board will regularly monitor the impact of this policy, reviewing trends and outcomes to ensure compliance with equality legislation and addressing issues related to the gender pay gap.

### **8.2 Review Schedule**

The policy will be reviewed annually to ensure it remains effective and aligned with the Trust's strategic goals and legal requirements.