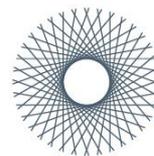


Pay and Appraisal Policy (central team)



AGORA
LEARNING
PARTNERSHIP

DATE FIRST ISSUED:	May 2018
DATE LAST REVIEWED	April 2024
NEXT REVIEW DATE:	April 2026
APPROVED BY:	Board of Trustees
APPROVAL DATE:	May 2022

1 OBJECTIVE, SCOPE AND PRINCIPLES

- 1.1 This policy applies to those employed to work across the Trust within the central team. The pay, appraisal and development of the Chief Executive Officer and the pay of the Executive Team members (Chief Finance Officer and Chief Operating Officer) will be the responsibility of the Trust's Remuneration Committee. This policy is complementary to the Pay and Appraisal policies for Trust schools and academies, which have been consulted upon with professional associations and trade unions and apply to school staff employed within the Trust.
- 1.2 The Trustees recognise the requirement that all pay progression decisions for employees must be linked to an annual performance appraisal. This policy sets out the framework for a clear and consistent assessment of the overall performance of staff. It also sets out the arrangements that will apply when staff fall below the levels of competence expected of them.
- 1.3 This policy applies to all employees working in the central team across the Trust, except the performance appraisal section for those on contracts of less than one term, those undergoing induction, staff during their probation period, and those who are subject to the formal stages of the capability policy.

1.4 This policy aims to:

- maximise the quality of leadership and support to the Trust's schools
- support the recruitment and retention of a high quality workforce
- recognise and reward staff for their contribution to school improvement
- ensure that pay and performance appraisal arrangements enable the current and future delivery of the Trust's Strategic Plan
- ensure that pay decisions are made in a fair and transparent way; and
- ensure that available monies are allocated appropriately

2 BASIC PAY DETERMINATION ON APPOINTMENT

2.1 The job description and pay for any Board or executive team appointment will be agreed with the Chair of the Board, Chair of the HR Committee and the Chair of the FARE Committee before recruitment commences. On appointment, the CEO will determine the salary to be offered to the successful candidate.

2.2 In making such determinations, the CEO will take into account a range of factors, including:

- the nature of the post:
 - if leadership, the national salary range for leaders in schools
 - if administrative, the NJC (Green Book) Salary Scales for employees undertaking similar duties in Trust schools
- the level of qualifications, skills and experience required
- benchmarking the need to ensure that staffing costs remain manageable within the capacity of the Trust's budget; and
- whether the appointee is a single point of failure within the Trust

2.3 There is no assumption that any employee will be paid at the same rate as they were being paid in a previous employment.

2.4 In exceptional circumstances, the CEO may seek agreement from the Finance, Audit, Risk and Estates (FARE) Committee of the Trust to award an additional payment in respect of housing or relocation costs; Trustees retain a right of veto over this matter. Exceptional circumstances may include, and are not limited to, recruitment difficulties and an application by an exceptional individual who cannot reasonably take up the post without relocating. It is expected that relocation expenses would only be offered in extremely rare occasions.

2.5 The job description and pay for non-executive central team member appointments will be the responsibility of the CEO as outlined in the Trust's Scheme of Delegation. New posts will be discussed with the HR Committee before recruitment commences.

2.6 Salaries for central team posts are reflected in each individual's contract.

- 2.7 The amount paid to a previous post holder will not influence the salary that may be set for a new appointment.
- 2.8 The pay for those in the central team will be reviewed where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to maintain consistency.

3 ANNUAL PAY INCREASES

- 3.1 Each year, in the autumn term, pay awards will be considered for each member of the central team (usually those in post for 12 months or more unless exceptional circumstances apply). The pay award will consider the factors outlined in 2.2 above alongside:
- performance (as outlined in section 5 below)
 - cost of living
 - any increase or change in responsibilities
- 3.2 The Remuneration Committee will consider the award for the CEO and the CEO's proposals for the Executive Team Members and make recommendations to the Board of Trustees.
- 3.3 The CEO will consider and agree the awards for other central team members in discussion with the relevant line managers, taking into account the factors outlined in 2.2.
- 3.4 Once agreed, any pay award will be backdated to 1st April as per the NJC.

4 OTHER PAYMENTS

4.1 Acting allowances

Where a member of the Executive is assigned and carries out the duties of the CEO, but has not been appointed in an acting capacity, the Trust shall, within four weeks, determine whether an allowance should be paid. Consideration may be given to backdating any increase to when the additional duties commenced.

5 PERFORMANCE APPRAISAL AND DEVELOPMENT SCHEME (PADS)

- 5.1 Performance Appraisal for all staff working for the Central Team will be a supportive and developmental process designed to ensure that all staff have the skills and support they need to carry out their role effectively. It will help

to ensure that staff are able to continue to improve their professional practice and to develop.

5.2 In this Trust all employees can expect to receive regular, constructive feedback on their performance and are subject to an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice.

5.3 The performance appraisal and development scheme period

5.3.1 For all staff the PADS period will run for twelve months from 1 April to 31 March.

5.3.2 Staff who are employed on a fixed term contract of less than one year will have their performance managed in accordance with the principles underpinning this policy. The length of the period will be determined by the duration of their contract.

5.4 Appointment of Appraisers

5.4.1 The CEO will be appraised by the Remuneration Committee and the current external School Improvements Advisor.

5.4.2 The CEO will appraise the members of the Executive Team and decide who will appraise other central team employees.

5.5 Setting objectives

5.5.1 The CEO's objectives will be set by the Remuneration Committee. Objectives will be focused on key strategic priorities. The process will use a form as the example shown in Appendix 2.

5.5.2 Objectives for all employees, including the CEO, will be set before, or as soon as practicable after, the start of each appraisal period. In most circumstances it may be possible to set objectives for the upcoming year in the same meeting that objectives are reviewed from the previous year.

5.5.3 The objectives set will be linked to any relevant occupational standards for the role undertaken, where applicable, and take account of the individual's job description and person specification for the role.

5.5.4 The appraiser and employee will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives. The employee may record their comments in writing as an appendix to the appraisal statement or make an appeal to the HR Committee. A panel of two Trustees (from the HR Committee unless previously involved), will review the objectives proposed and make recommendations to the CEO and employee (appraisee). Their decision would be binding on both parties.

- 5.5.5 Objectives may be revised if circumstances change.
- 5.5.6 The objectives set for each employee will, if achieved, contribute to the Trust's plans for improving the schools' educational provision and performance and improving the education of pupils across the Trust.
- 5.5.7 Objectives should therefore link directly to the strategic plan and should reflect its priorities.
- 5.5.8 Agreed continuing professional development (CPD) for individuals should support the achievement of these objectives.
- 5.5.9 Under normal circumstances employees will have a reasonable number of objectives that is relative to the role that they undertake. This will usually be between three and four objectives. However, employees who are found not to be meeting standards at the appropriate level may be given as many additional objectives as are required to ensure that the most appropriate support can be provided. If there is evidence of ongoing and serious underperformance, the performance, appraisal and development cycle may be suspended and the employee will transition into capability (outlined in 5.7 below).
- 5.5.10 The CEO will be responsible for ensuring that the appraisal process operates consistently and that there is moderation of staff fulfilling equivalent roles.

5.6 Reviewing performance

5.6.1 Development and support

Appraisal is a supportive process, which will be used to inform continuing professional development. The Trust wishes to encourage a culture in which all employees take responsibility for improving their professional skills through appropriate professional development. Professional development will be linked to the Trust's priorities and to the ongoing professional development needs and priorities of individual employees as detailed in the section on "Setting Objectives" above.

5.6.2 Feedback

Employees will receive constructive feedback on their performance throughout the year. Feedback will include discussion with the employee, will highlight particular areas of strength as well as any areas that need attention and will determine any appropriate action required.

If during the review cycle, there are concerns about any aspects of an employee's performance these will be addressed in accordance with section 6.6.

When progress is reviewed mid cycle, if the appraiser is satisfied that the employee has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.

5.7 Transition to Capability

5.7.1 Where the requirements of the job description and any related standards, are found not to be met special arrangements will be made to ensure that the appropriate support can be provided. These may include:

- the appointment of an additional appraiser
- the setting of an appropriate number of additional performance management objectives above the norm

5.7.2 Where information comes to light during the course of an appraisal cycle that leads the CEO/line manager to conclude that the requirements of the job description and any related standards are not being met, these new arrangements (as outlined in 5.7.1 above), which may include a change of appraiser, will come into force as soon as possible after the decision has been made.

5.7.3 Where the requirements of the job description and any related standards are identified as not being met performance objectives will be action planned to a much shorter timescale, typically between half a term and a term as the CEO/line manager decides the situation warrants. At the end of each such period, progress will be reviewed, and a decision made on whether:

- to end the support programme and resume normal appraisal arrangements
- to continue to provide support within appraisal by setting further short-term objectives
- to suspend performance appraisal and move immediately into the formal capability procedure

5.8 Annual Assessment

5.8.1 Where the appraiser indicates that performance is unsatisfactory, they will be able to present evidence previously shared with the member of staff.

5.8.2 Employees and their appraiser will, as a minimum, annually attend a formal appraisal meeting, where their performance will be formally assessed in respect of each appraisal period. The aim of the meeting will be to determine appraisal review outcomes where appropriate, to set objectives for the coming year and to determine any professional development requirements.

5.8.3 Where appraisee and appraiser cannot reach agreement as to appraisal review outcomes or PRP outcomes, the matter will be referred to the CEO (or to the member of senior staff with delegated responsibility for the process) who will

meet with the appraisee, consider all available evidence, and inform the appraisee of their decision.

5.8.4 Disputes concerning appraisal review or pay outcomes will be dealt with through the appeal process in section 8.

5.8.5 This assessment is the end point of the annual appraisal process, but performance and development priorities will be reviewed and addressed on a regular basis throughout the year by means of:

- professional dialogue and one-to-one meetings
- termly meeting with appraiser
- mid-cycle review meeting with appraiser
- observation / scrutiny of leadership and management activities where appropriate
- other feedback obtained during the cycle relevant to the employee's overall performance
- evidence where appropriate

5.8.6 As soon as practicable following the end of each appraisal period, the employee will receive, and have the opportunity to comment in writing on, a written appraisal report. The appraisal report will include:

- details of the employee's objectives for the appraisal period in question
- an assessment of the employee's performance of their role and responsibilities against their objectives, any relevant standards, and their job description and person specification
- an assessment of the employee's training and development needs and identification of any action that should be taken to address them
- a recommendation on a pay award where that is relevant and in keeping with the relevant terms and conditions of employment

5.8.7 The assessment of performance and of training and development needs will inform the planning process for the following appraisal and training period.

5.8.8 Recommendations on pay will be referred to the CEO.

5.8.9 The HR Committee will monitor the performance appraisal and development system for central team staff and may sample performance, appraisal and development forms as appropriate.

5.9 Confidentiality

Access to the written PADS report will normally be limited to the appraisee, the appraiser, the CEO and/or nominated member of the Executive Team and those with line management responsibilities (except for samples in 5.8.9 above). Where an appraisee has requested mediation in respect of the appraisal

objectives (see 5.5.4 above) access to PADS for the relevant Trustees will be provided.

5.10 Equality and consistency

5.10.1 The CEO will have overall responsibility for the quality assurance of the appraisal process across the central team. This will include ensuring the consistency and equality of application of the process throughout the Trust. The CEO may delegate responsibility for monitoring consistency and equality of application to a member of the Executive team.

5.10.2 The CEO will be responsible for reporting regularly to the Trust Board via the HR Committee on any relevant issues, including those of underperformance, arising from the annual review cycle and on any action required to address those issues. The report will enable Trustees to receive an overall general report of the process but will not include specific details relating to individual members of staff.

5.10.3 The Trust Board is committed to ensuring consistency of treatment and fairness and will abide by all relevant equality legislation.

5.11 Retention of statements

The CEO and Trust Board will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

6 PAY REVIEWS

6.1 The Trust Board will ensure that each central team member's salary is reviewed annually (see paragraph 3.1 – 3.3) with effect from 1 April and that each member of staff is notified of the outcome by no later than 31 December each year, and that all staff members are given a written statement setting out their salary and any other financial benefits to which they are entitled.

6.2 Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.

6.3 Where a pay determination leads or may lead to the start of a period of salary safeguarding, the Trust will give the required notification as soon as possible and no later than one month after the date of the determination.

6.4 To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.

- 6.5 Decisions regarding pay awards will be made with reference to PADS reports and the recommendations they contain.
- 6.6 Final decisions about whether or not to accept a pay recommendation will be made by the CEO except in cases of executive team posts (as outlined above), having regard to the performance appraisal report. The CEO will consider the approach in the light of the Trust's strategic priorities and ensure that appropriate funding is allocated for pay awards at all levels.
- 6.7 In this Trust, judgements of performance will be made against objectives met and any relevant standards which apply to the role.
- 6.8 The Trust expects all employees to perform at the highest possible level and to continue to improve their professional practice year on year. Performance appraisal objectives will be progressive and developmental, thereby ensuring that good performance is rewarded.
- 6.9 The evidence which will be considered in assessing performance might include:
- pupil progress data and other key performance indicators in Trust schools
 - Trust success in meeting its strategic objectives
 - self-assessment
 - professional dialogue
 - received feedback
 - performance appraisal statements
 - CPD records
- 6.10 Where a member of staff has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.

7 APPEALS

- 7.1 Pay award recommendations will be discussed with employees following the review meeting. Where an employee has concerns about the pay award, they can request these are considered by those responsible for making pay decisions.
- 7.2 An employee may make a formal appeal against a decision on pay, which must be submitted in writing within seven calendar days of receipt of written notification of that decision.
- 7.3 The grounds of appeals are that the decision maker(s):
- incorrectly applied the provisions within this policy

- failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence
- were biased or
- otherwise unlawfully discriminated against the employee

- 7.4 Appeals will be heard by a working group of trustees drawn from the Trust HR Committee. The group will consist of no less than three trustees.
- 7.5 All appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a Professional Association or Trade Union.
- 7.6 Any written submissions relevant to the appeal must be circulated to all parties at least three working days prior to the meeting.
- 7.7 The decision of the appeals' working group will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.
- 7.8 The decision of the working group is final and there is no recourse to the staff grievance procedure.
- 7.9 The CEO shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the working group.
- 7.10 The role of the working group is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.

8 MONITORING THE IMPACT OF THE POLICY

- 8.1 The Trust Board will monitor the outcome and impact of this policy and annually assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups.
- 8.2 The pay of individual staff will remain confidential, shared only with those responsible for making pay decisions and managing administrative matters.

Agora Learning Partnership
Performance Appraisal and Development Scheme (PADS)
 ('Insert 'Academic Year Date)

PART 1: GENERAL INFORMATION

Member of Staff:	
Role:	
Appraisal Line Manager(s)/Role(s):	

Date of Initial Meeting:	
Date of Spring Term Review Meeting:	
Date of Summer/Autumn Term Review Meeting:	

PART 2A: END OF YEAR REVIEW ('Insert 'Academic Year Date)

TARGET 1

<p>Objective: To</p> <p>Actions/steps:</p> <p>Measure(s) of success:</p> <p>Mid-year commentary (employee):</p> <p>Mid-year commentary (manager):</p>		
<p>End of year review comments – Member of the Central Team:</p> <ul style="list-style-type: none"> 		
<p>End of year review comments – Appraisal Line Manager(s):</p>		
TARGET MET	TARGET PARTIALLY MET	TARGET NOT MET

TARGET 2

<p>Objective:</p> <ul style="list-style-type: none"> To <p>Actions/steps:</p> <p>Measure(s) of success:</p> <p>Mid-year commentary (employee):</p> <p>Mid-year commentary (manager):</p>		
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End of year review comments – Member of the Central Team:		
End of year review comments – Appraisal Line Manager(s):		
TARGET MET	TARGET PARTIALLY MET	TARGET NOT MET

TARGET 3		
Objective: <ul style="list-style-type: none"> To 		
Actions/steps:		
Measure(s) of success:		
Mid-year commentary (employee):		
Mid-year commentary (manager):		
End of year review comments – Member of the Central Team:		
•		
End of year review comments – Appraisal Line Manager(s):		
TARGET MET	TARGET PARTIALLY MET	TARGET NOT MET

Mid-year commentary (employee):
Mid-year commentary (manager):
End of year overall comments (employee):
End of year overall comments (manager):

PART 2B: RECOMMENDATIONS RELATED TO PAY AWARD

PART 3: PREPARATION FOR APPRAISAL TARGET MEETING

TRUST PERFORMANCE	
Trust Performance ('Insert 'Academic Year Date') – Reflection:	
Strengths	Areas of Development
•	•
Trust Performance ('Insert 'Academic Year Date') – Plans:	
•	

PERSONAL PERFORMANCE	
Personal Performance ('Insert 'Academic Year Date') – Reflection:	
Strengths	Areas of Development
•	•

Personal Performance ('Insert 'Academic Year Date) – Plans:
•
Training Needs:
•
Plans for Future Career:
•

PART 4A: PERFORMANCE

TARGET 1: PERFORMANCE			
Objective:			
• To			
Success Criteria:			
•			
Actions	Actions to be taken by whom	Evidence to be collected by the reviewee	Timescale for completion
1.	•	•	•
2.	•	•	•
3.	•	•	•
4.	•	•	•
5.	•	•	•
6.	•	•	•
7.	•	•	•
8.	•	•	•
Development and Training Required:			
•			
Spring Term Review:			
Summer Term Review:			
TARGET MET	TARGET PARTIALLY MET	TARGET NOT MET	

TARGET 2: PERFORMANCE			
Objective:			
• To			
Success Criteria:			
•			
Actions	Actions to be taken by whom	Evidence to be collected by the reviewee	Timescale for completion
1.	•	•	•
2.	•	•	•
3.	•	•	•
4.	•	•	•
5.	•	•	•
Development and Training Required:			
•			
Spring Term Review			
Summer Term Review:			
TARGET MET	TARGET PARTIALLY MET	TARGET NOT MET	

PART 4B: TRUST DEVELOPMENT

TARGET 3: TRUST DEVELOPMENT

Objective:			
• To			
Success Criteria:			
•			
Actions	Actions to be taken by whom	Evidence to be collected by the reviewee	Timescale for completion
➤	•	•	•
1.	•	•	•
2.	•	•	•
3.	•		•
4.	•	•	•
Development and Training Required:			
•			
Spring Term Review:			
Summer Term Review:			
TARGET MET		TARGET PARTIALLY MET	TARGET NOT MET

PART 5: SUMMER TERM REVIEW - RECOMMENDATIONS RELATED TO PAY AWARD

PART 6: COMMENTS

AUTUMN TERM COMMENTS
Comments from the member of staff following the performance review and target setting meeting:
SPRING TERM COMMENTS
Comments from the member of staff following the appraisal review meeting:
SUMMER TERM COMMENTS
Comments from the member of staff following the appraisal review meeting:

PART 7: AGREEMENT

SIGNATURES TO AGREE THE CONTENTS OF THIS DOCUMENT:					
Autumn term target setting meeting:					
Line Managers			Member of Staff		
Name	Signature	Date	Name	Signature	Date
Spring term review meeting:					
Line Managers			Member of Staff		
Name	Signature	Date	Name	Signature	Date
Summer term review meeting:					
Line Managers			Member of Staff		

Name	Signature	Date	Name	Signature	Date