

LEADERSHIP PAY AND APPRAISAL POLICY

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1. INTRODUCTION

- 1.1 This policy sets out the framework for making decisions on the Leadership Team's pay and appraisal. It has been developed to comply with current legislation.
- 1.2 In adopting this pay policy the aim is to:
 - ensure high quality leadership across the Federation;
 - support the recruitment and retention of a high-quality Leadership Team;
 - recognise and reward senior staff appropriately for their contribution;
 - help ensure that decisions on pay are managed in a fair, just and transparent way.
- 1.3 Pay decisions for Heads of School, Vice Principals, Senior Assistant Principals and Assistant Principals are made by the Executive Principal.
- 1.4 Pay decisions for the Executive Principal are made by the Resources Committee.
- 1.5 The Directors of the Federation will operate this pay policy for everyone on the Leadership Team, and will include:
 - grading posts appropriately within the conditions of employment;
 - giving recognition to assigned increased responsibility, whether on a permanent or temporary basis.
- 1.6 This policy statement will be available on the policies section of the website (www.rutlandfederation.com/policies).

2. DEFINITIONS

- 2.1 Within this policy 'we' and 'us' means the Federation.
- 2.2 The term 'Executive Principal' also refers, where appropriate, to any other title used to identify the Executive Principal.
- 2.3 The term 'employee' refers to any member of the Federation staff employed at any setting within the Federation.
- 2.4 The term 'Leadership Team' or 'Leader' is used to describe Senior Assistant Principals, Assistant Principals, Vice Principals, Heads of School, and the Executive Principal.
- 2.5 The term 'senior leader' is used to describe Vice Principals, Heads of School and the Executive Principal.
- 2.6 This policy shall be applied to the pay and appraisal of the Executive Principal, Vice Principals, Senior Principals and Assistant Principals of the Federation.
- 2.7 If the Executive Principal, following consultation with the Chair of Directors, considers that there is no senior leader to whom they can reasonably delegate a specific capability matter, the Executive Principal will take the role of the senior leader for that specific case and the role of the 'Executive Principal' under this procedure will be performed by a Committee of the Federation Directors consisting of not less than three

governors (except in circumstances provided for in the Secretary of State's guidance on the Staffing Regulations), none of whom will have had previous involvement in the case.

- 2.8 The role of the Executive Principal will be taken by appropriate Directors as indicated where the appraisal being reviewed is that of Executive Principal.
- 2.9 For the purposes of the Academy Award Scheme, annual gross salary used for this calculation is the last 365 days of pay received by the employee up to 1 September. This includes basic pay, contractual and statutory sick pay, contractual and statutory maternity pay, contractual and statutory Parental Bereavement Leave, and paid leave of absence.

3. STAFF STRUCTURE

- 3.1 The Executive Principal will recommend to the Board of Directors a leadership structure that:
- takes account of any financial limits determined by the Board of Directors;
 - identifies posts to be paid on the leadership group pay scale together with the range of salary points assigned to each post.
- 3.2 The staffing structure approved by the Board of Directors shall be published and staff made aware how to access it.

4. DELEGATION OF DECISION MAKING

4.1 EXECUTIVE PRINCIPAL

- 4.1.1 Except where otherwise stated, the Federation Directors, having determined the policy as set out below, will delegate the day-to-day management of the policy to the Executive Principal.
- 4.1.2 The Federation Resources Committee requires that the Executive Principal, in exercising the delegated responsibilities, has appropriate regard to the budget approved by Federation Board of Directors and the requirements of relevant employment legislation.

4.2 THE REVIEW APPEALS COMMITTEE

- 4.2.1 The Board of Directors will delegate to a committee of Directors, hereafter referred to as the Review Appeals Committee, any appeals by individual members of staff against decisions of the Executive Principal or the Performance Management Policy. The number of Directors on the committee shall normally be three. Any appeal will be dealt with before a final decision is reported to the Board of Directors.

5. REVIEW OF DECISIONS

- 5.1 If a member of staff wishes to have a review of any decision that affects his or her performance review or pay, he or she shall, within 10 working days of being given the written statement of the assessment, make a written request to the Executive Principal to review the decision.
- 5.2 Where the Executive Principal has a conflict of interest with the decision for review, the review will be undertaken by the Resources Committee.

- 5.3 Where the Executive Principal wishes to have a review of any decision that affects his or her performance or pay, the review will be undertaken by the Resources Committee.
- 5.4 The decision of the Executive Principal will be provided to the member of staff in writing as soon after the review as possible. The member of staff will be advised that he or she has the right of appeal against the review decision.

6. APPEALS AGAINST SALARY OR PERFORMANCE MANAGEMENT DECISIONS

- 6.1 If the member of staff decides to appeal against the reviewed determination, then the member of staff shall, as soon as it is possible after receipt of the written determination, notify the Clerk to the Directors in writing of the appeal and the reasons for it.
- 6.2 The reason for an appeal will be one or more of the following:
That the decision:
- incorrectly applied any provision of the appropriate salary or performance management document;
 - in the case of a teacher, failed to have proper regard for statutory guidance;
 - failed to take proper account of relevant evidence;
 - took account of irrelevant or inaccurate evidence;
 - was biased; or
 - otherwise unlawfully discriminated against the member of staff.
- 6.3 The Clerk to the Directors will arrange, normally within 20 working days of the receipt of the written notice of appeal, giving at least five working days' notice, a meeting of the Appeals Committee of the Board of Directors.
- 6.4 The member of staff will be entitled to attend and may be accompanied by a workplace colleague or union representative, and the procedure to be followed for the appeal is attached at Annexe 1 of this policy. The decision of the Appeal Committee delegated to deal with appeals shall be final. Once any appeal has been resolved the final decisions regarding the assessment of salaries or performance management of staff shall be reported to the Board of Directors.

7. PAY REVIEWS

- 7.1 Each member of the Leadership Team will have their salary reviewed annually, with effect from 1 September and no later than 31 October each year. All leaders are given a written statement setting out their salary and any other financial benefits to which they are entitled. 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.

8. PAY DETERMINATION ON APPOINTMENT

- 8.1 The Resources Committee will determine the pay range for a Leadership Team vacancy prior to advertising it. On appointment, the Executive Principal will determine the starting salary within that range to be offered to the successful candidate. In making such determinations, they may take into account a range of factors, including:
- the prior service of the candidate;

- the nature of the post;
- the level of qualifications, skills and experience required;
- market conditions;
- recruitment to shortage subjects;
- the wider Federation context.

9. PAY PROGRESSION BASED ON PERFORMANCE

- 9.1 Pay decisions will be linked to assessments of performance.
- 9.2 All members of the Leadership Team can expect to receive regular constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development and helps to enhance their professional practice.
- 9.3 Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.
- 9.4 To be fair and transparent, assessments of performance will be properly rooted in evidence.
- 9.5 Data from the previous academic year, where held, will be used to determine pay progression. This will be assessed against the degree in which Leaders have successfully met appraisal targets. For each target, the Executive Principal will judge the performance as Outstanding, Good, Requires Improvement or Inadequate.
- 9.6 All newly appointed staff will complete a probation period of one year. The probation process will be used to review performance and set appropriate targets. A successful probation will be treated for purposes of pay progression in the same manner as a successful appraisal.
- 9.7 Information on pay scales can be found in Annexe 2.

10. TARGETS

- 10.1 Members of the Leadership Team will have at least four performance targets linked to outcomes across the Federation and other schools with which it is working, as determined by the Executive Principal.

11. ASSISTANT PRINCIPAL TARGETS

- 11.1 The first target will be a whole-school attainment measure, for example the College remains over-subscribed, Progress 8 is greater than 0.2, student attendance is over 96%.
- 11.2 For Assistant Principals, the second target is likely to relate to their own performance – lesson observation grades, attendance and student outcomes.
- 11.3 For Assistant Principals, the third target is likely to be an objective target related to the team of staff for whom they have responsibility.
- 11.4 The fourth target would be commensurate with their role as an Assistant Principal.

12. PART-TIME MEMBERS OF THE LEADERSHIP TEAM

- 12.1 Members of the Leadership Team employed on an ongoing basis who work less than a full working week are deemed to be part-time. Following consultation between the Leader and the Executive Principal, the Executive Principal will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay by comparison with the Federation's working week for a full-time equivalent post.
- 12.2 By exception and by agreement in advance by the Executive Principal only, for staff on part-time contracts, payment for additional hours is calculated by dividing the pro-rata salary by the number of days worked across the year to arrive at a daily rate. Where appropriate, paid hours worked (less than one full day) are calculated by dividing the FTE salary by the nominal annual hours' figure of 1232.

13. ACADEMY AWARD SCHEME

- 13.1 Members of the Leadership Team who are at the top of their Leadership Scale, on Leadership contracts and who have completed an additional year of service for the Federation at 1 September are eligible for an annual award of up to 2% of their annual gross pay, subject to funding.
- 13.2 In order to be successful, a rating of at least 'good' is required in their performance review from the previous year as informed by their performance against their targets.
- 13.3 Members of the Leadership Team involved with leading or supporting schools outside of the Federation are eligible for an award of 2% of their annual gross pay for demonstrable success in improving another school's outcomes. This success will be determined by an additional PR target linked to, for example, Ofsted or student outcomes.
- 13.4 Members of the Leadership Team will be notified in writing of any award which will be made as a single monthly payment in the next available pay run following the successful performance review.

14. HEALTHCARE SCHEME

- 14.1 There is an option for all members of the Leadership Team to join a non-contributory, comprehensive BUPA healthcare scheme. Each member of staff can elect to have Single, Couple or Family membership. Each package is paid in full by the Federation, including a claim excess, however this is a benefit in kind and will be a line item in P11Ds.

15. VOLUNTARY ANNUAL LEAVE

- 15.1 For staff with more than one year of service at 1 September, there is an option for them to elect to have their annual salary reduced by one week's pay and adopt that week as one equivalent working week of leave to be taken as leave of absence, similar to annual leave, at mutually agreeable times during the academic year. Requests for Voluntary Leave should be submitted to the Chief Finance Officer by the end of term 6, to be applied to the following academic year. Leave can be carried over from one year to the next if it has not been taken, but it cannot accumulate to more than one working week, therefore the subsequent year's 'purchase' will be modified accordingly. The calculation used to determine the salary adjustment is the annual salary divided by the number of contracted working weeks. For the purposes of this calculation, the number of weeks used is 52.0. The gross pay is then reduced by this amount. Staff who work five days per week will have five days voluntary annual leave. This is pro rata for part time staff – for example, staff on a 0.6 contract who normally work three days per week would access three days voluntary annual leave. Days are applied for in the usual way via a Leave of Absence form, and are assessed for cover impact before approval. Staff who have elected for this option can apply to take the days off singularly or in multiple days.
- 15.2 Once accepted, the new annual salary will be calculated and notified to the employee as soon as possible after the employee's application to buy holiday has been received and approved. The reduced gross pay is the remuneration that will appear on the payslip each month.
- 15.3 The Federation reserves the right to refuse an employee's application for voluntary annual leave for operational or technical reasons related to their job.
- 15.4 Once an election has been made, it will be assumed to stay in place. Staff may opt out prior to 1 September annually by writing to inform the CFO.
- 15.5 The Federation may consider withdrawal of this scheme without consultation every 1 September.

16. RECRUITMENT AND RETENTION

- 16.1 These awards may each be subject to a signed agreement wherein the recipient will agree to remain in the Federation's employment for not less than two years without having an obligation to reimburse part of the payment back to the Federation (full terms to be stated on the agreement).
- 16.2 At the discretion of the Executive Principal, a relocation package of up to £5,000 cost-linked to recruitment or retention may be offered to suitable candidates/employees.

- 16.3 At the discretion of the Executive Principal, an award of up to £2,000 can be offered as a one-off payment as part of the recruitment or retention process. This award would also be the subject of a confidentiality clause on the agreement.
- 16.4 The pay scales allow for the payment of Recruitment & Retention (R&R) allowances on a scale of between 1 and 5 points. These R&R points are applied for a fixed of two years, thereafter being subject to renewal or ending dependent upon the needs of the Federation and subject to market forces.

17. SAFEGUARDING

- 17.1 Staff who are the subject of a restructure which reduces their pay will be safeguarded for the period of one year.
- 17.2 During this time the Executive Principal should ensure that appropriate notice is given of any new duties that are being given as work, commensurate with their safeguarded sum or sums.

18. ABSENCE FROM DUTY

- 18.1 The Federation's policy on leave of absence both paid and without pay, is set out in an independent policy entitled the Federation Leave of Absence Policy. The Federation's policy on absence from duty due to sickness is set out in an independent policy entitled the Federation Sickness Management Policy. Unpaid LOA will be calculated by dividing the annual pro rata salary by the number of working days in the year to arrive at the daily rate.

19. REMUNERATION TO LEAVERS

- 19.1 Employee notice period requirement are notified to employees on their contracts.
- 19.2 If employees terminate their employment to leave at the end of a term, and have been continuously employed at the Federation from at least 1 September in the academic year of leaving, they will be paid to the end of the Sunday, or the holiday period if it falls immediately upon leaving, subject to the following:
- Leavers at the end of term 2 will be paid to 31 December
 - Leavers at the end of term 4 will be paid to the last day of the published Federation Easter holiday, that is, the day before term 5 commences
 - Leavers at the end of term 6 will be paid to 31 August
- 19.3 Staff may opt to leave mid academic year, in line with their contracted notice periods, but will be paid as noted in 20.2 should they leave at the end of terms 2, 4 or 6.
- 19.4 Colleagues who leave during an academic year who have not completed service back to at least 1 September, will not be paid in this way. A manual calculation of entitled leave accumulated between the date of commencement and the date of leaving will be notified, and either a payment of sums owed will be made with the final remuneration payment, or a recovery of sums will be made if an amount is due to the Federation.

20. THE LEADERSHIP TEAM PAY GROUP

20.1 AWARDS FOR PERFORMANCE

- 20.1.1 At the time of the annual assessment of teachers' salaries referred to in this policy, the Executive Principal will determine if a Leadership Team member shall be paid up to two additional points, subject to the maximum of the individual range. The Board of Directors expects that the objectives which were set for the senior employee will have become progressively more challenging as the employee has gained experience in his or her current role.
- 20.1.2 Where it considers it has substantial difficulties in retaining the services of a current Leadership Team employee, the Board of Directors may decide to change the salary range of a Vice or Assistant Principal in accordance with the latest School Teachers Pay and Conditions (STPCD) in order to retain his or her services.

20.2 DETERMINATION OF LEADERSHIP TEAM GROUP SALARIES

- 20.2.1 Leadership group salaries will be determined using the latest STPCD, the group of the Federation; Individual Salary Range (ISR) and salary ranges for other members of the Leadership Team.
- 20.2.2 For the purposes of determining the group of the Federation by which the ISR for the Executive Principal is identified, the Board of Directors will recalculate annually the appropriate unit total of the Federation, using the guidance within STPCD.
- 20.2.3 The Board of Directors will assign the Federation to the appropriate Executive Principal group (HTG) whenever a new Executive Principal is to be appointed and on such occasions as the Federation Board of Directors sees fit. The Executive Principal may make representations to the Resources Committee to consider assigning the Federation to a new Executive Principal group.
- 20.2.4 If, having re-calculated the unit total of the Federation at a higher group in accordance with the STPCD the Federation Board of Directors sees fit to change the group of the Federation, the Directors will identify an ISR which will ensure that the minimum of the ISR is not below the minimum of the salary range for the Executive Principal group.
- 20.2.5 When a new Executive Principal is appointed, when the HTG is changed as above, or when another Leadership Team range is set which equals or exceeds the minimum of the current ISR, the Board of Directors, in accordance with the STPC document, will determine an ISR, on which the Executive Principal's salary will be paid, according to the size and circumstances of the Federation. The ISR of the Federation shall be a range of seven consecutive salary points within the HTG range for the Federation.

- 20.2.6 The selection committee, set up to appoint a new Executive Principal, shall determine the salary point on the ISR to be paid. The selection panel shall have regard to advice available from persons engaged by the Federation Board of Directors.
- 20.2.7 Where it considers it has substantial difficulties in retaining the services of the current Executive Principal, the Board of Directors may also decide to change the ISR in accordance with the STPCD in order to retain their services.
- 20.2.8 The salary ranges for another member of the Leadership Team shall be determined with reference to the Federation's ISR and the highest paid classroom teacher in accordance with the STPCD.

20.3 LUNCH DUTIES

- 20.3.1 Colleagues who perform a specific lunch duty as part of the organised schedule of lunch duties, will have a credit uploaded to their ParentPay account of £6 per lunch duty. There is no salaried remuneration for these duties.
- 20.3.2 Vice Principals, Heads of School and the Executive Principal are expected to be on duty each day at lunch, and will have a credit uploaded to their ParentPay account of £5 per lunch duty. There is no salaried remuneration for these duties.

21. ANNUAL REVIEW OF EXECUTIVE PRINCIPAL'S SALARY

- 21.1 Three reviewing Directors, who will usually be the Chair and Vice Chair of the Federation Trustees and one other Trustee representing Catmose College, will form the Executive Principal's review committee. They will be advised by an educational consultant who is independent of the Federation. The committee will meet with the Executive Principal in the autumn term (or where determined differently by the Board of Directors, in the term immediately prior to the anniversary of the setting of the performance criteria).
- 21.2 The committee will discuss and determine with the Executive Principal or, in the absence of agreement, set performance objectives which reflect priorities identified in the Transformation Plan together with performance indicators to assess success. The objectives set will be specific, measurable, achievable, realistic and time-bound and will be appropriate to the role and level of experience.
- 21.3 The committee will make recommendations to the Resources Committee about the salary of the Executive Principal. The recommendation shall reflect the committee's views based on the outcomes of the Executive Principal's annual performance review. Any recommendation for movement up the ISR, on which the Executive Principal is currently paid, may be by up to two points in any one annual review. The Executive Principal will be advised of the proposed recommendation and may make a written response to the recommendation.

- 21.4 If the Executive Principal is top of his/her Leadership Scale, he or she will be eligible for an annual award of up to 2% of his/her annual gross salary, subject to funding.
- 21.5 If the Executive Principal is involved with leading or supporting other schools outside of the Federation, he/she would be eligible for an award of 2% of his/her annual gross salary for demonstrable success in improving another school's outcomes, provided that the income for the Federation as a result of this work at least covers this cost. This success will be determined by an additional target linked to, for example, Ofsted or student outcomes.
- 21.6 The recommendation for the Executive Principal will be made in a written statement to the Resources Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1 September. This will either be at the current point on the ISR or up to two points higher. The Review Committee will consider the recommendation together with any written response from the Executive Principal to the recommendation and make its decision known to the Executive Principal in writing on the salary assessment form by 31 December at the latest, to be backdated to 1 September.
- 21.7 If the Executive Principal wishes to seek a review of the decision of the Review Committee regarding his/her pay, he/she may do so in accordance with the procedure set out in this policy. The Executive Principal will have right of appeal against the decision of the resources committee in accordance with the procedure set out in this policy.

ANNEXE 1: APPEAL PROCEDURE

PROCEDURE FOR AN APPEAL AGAINST A SALARY OR PERFORMANCE MANAGEMENT DETERMINATION TO THE REVIEW APPEAL COMMITTEE OF THE GOVERNING BODY

1. THE APPEAL OF THE EMPLOYEE

The employee, or representative:

- a) introduces the employee's written reasons for the appeal and the Executive Principal and then members of the Review Appeal Committee may ask questions of the employee.
- b) may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give, and each witness may be asked questions by the Executive Principal and then by the Review Appeal Committee.

2. THE RESPONSE OF THE EXECUTIVE PRINCIPAL

The Executive Principal:

- a) explains the process and evidence used to come to the decision being appealed, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the Executive Principal.
- b) may call witnesses who will have provided a written statement of the information they wish to give and each witness may be asked questions by the employee or representative and then by the Review Appeal Committee.

3. SUMMING UP AND WITHDRAWAL

- a) the Executive Principal has the opportunity to sum up if s/he so wishes.
- b) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- c) all persons other than the Review Appeal Committee and its adviser are then required to withdraw.

4. REVIEW APPEAL COMMITTEE DECISION

- a) The Review Appeal Committee and the person who is advising on law, procedure and merits of the case are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
- b) the Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing.

NOTES:

1. For the purposes of the appeal, the Review Appeal Committee will have the following documents:
 - the Executive Principal's review decision previously provided to the employee;
 - the written statement of reasons for the appeal from the employee (the grounds for the appeal must comply with paragraph 6.2 of the pay policy);
 - any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.
2. The Review Appeal Committee may appoint an adviser who may not be an employee of the Federation.
3. The employee may be represented by a representative of his/her trade union or a workplace colleague.
4. Where an employee is appealing against a determination of the Threshold Application or a performance management decision, the same procedure will be used. The Executive Principal may have an adviser present who may not be an employee of the Federation.

ANNEXE 2: PAY SCALES 1.9.2023

SCP	1.9.23
L5	52,072
L6	53,380
L7	54,816
L8	56,082
L9	57,480
L10	58,957
L11	60,488
L12	61,882
L13	63,428
L14	65,010
L15	66,626
L16	68,399
L17	69,969
L18	71,728
L19	73,508
L20	75,330
L21	77,194
L22	79,110
L23	81,070
L24	83,081
L25	85,145
L26	87,251
L27	89,413

L28	91,632
L29	93,901
L30	96,238
L31	98,615
L32	101,066
L33	103,577
L34	106,138
L35	108,776
L36	111,468
L37	114,239
L38	117,066
L39	119,920
L40	122,912
L41	125,982
L42	129,139
L43	131,056
L44	134,121
L45	137,258
L46	140,471
L47	143,758
L48	147,122