



Mater Ecclesiae

Catholic Multi Academy Trust

'One Family in Christ'

EXECUTIVE PERFORMANCE MANAGEMENT POLICY





Document Control

| | | | |
|---|-------------------------------|----------------------|-------------|
| This document has been approved for operation within: | All Trust Establishments | | |
| Approved by: | Full Trust Board of Directors | | |
| Owner: | CEO | | |
| Date approved: | Autumn 2024 | Date of next review: | Autumn 2025 |
| Review period: | Annual | Version: | 2 |



Contents

1. General Principles
2. Purpose
3. Performance Management Process
4. Performance Concerns
5. Appeals

Appendix A – Objective Setting

Appendix B – Executive Team Appraisal Handbook Templates



1. General Principles

1. The aim of any performance management process is to provide a fair and transparent framework for managing performance of employees throughout the year, laying the foundations of expected standards of performance. The focus is also on supporting our culture in which individuals are expected to proactively take responsibility for their own skills, behaviour, performance, contribution to business and individual objectives, including the performance of their teams.
2. Members of the Executive Team are subject to the same annual review process as other staff. There is no mechanism by which a member of the Executive Team will automatically receive an annual pay rise. To achieve progression there must be a demonstration of sustained high-quality performance regarding leadership, management, progress and a thorough review of performance against Appraisal objectives. To be fair and transparent, judgements will be firmly rooted in evidence and there must have been a successful review of performance.

3. Confidentiality

The performance management process will be treated confidentially. However, the desire for confidentiality does not override the need for the Directors to quality assure the operation and effectiveness of the performance management system. The Directors reserve the right to review targets and written performance management records, for any member of the Executive Team, to check consistency of approach and expectation.

4. Consistency of treatment and fairness

The Trust will abide by all relevant equality legislation, including the duty to make reasonable adjustments for disabled employees. The Trust is aware of the guidance on the Equality Act issued by the Department for Education. The Directors, along with the CEO, will monitor the operation and effectiveness of the performance management arrangements. In developing, applying, and evaluating this policy the Trust will monitor the impact on different groups of people with protected characteristics in line with the Trust's Equality Policy, to ensure fairness.

5. Related Policies

This policy should be read in conjunction with the Pay Policy and the Executive pay Policy which will be agreed prior to appointment of permanent Executive Team staff

6. Retention

The Trust will ensure that all written performance management records are retained in the appropriate files. All records will be kept no longer than is

necessary in accordance with the General Data Protection Regulations (GDPR).

7. Review of policy

This policy is reviewed bi-annually, and any amendments will be ratified in line with the Scheme of Delegation. We will monitor the application and outcomes of this policy to ensure it is working effectively.

2. Purpose

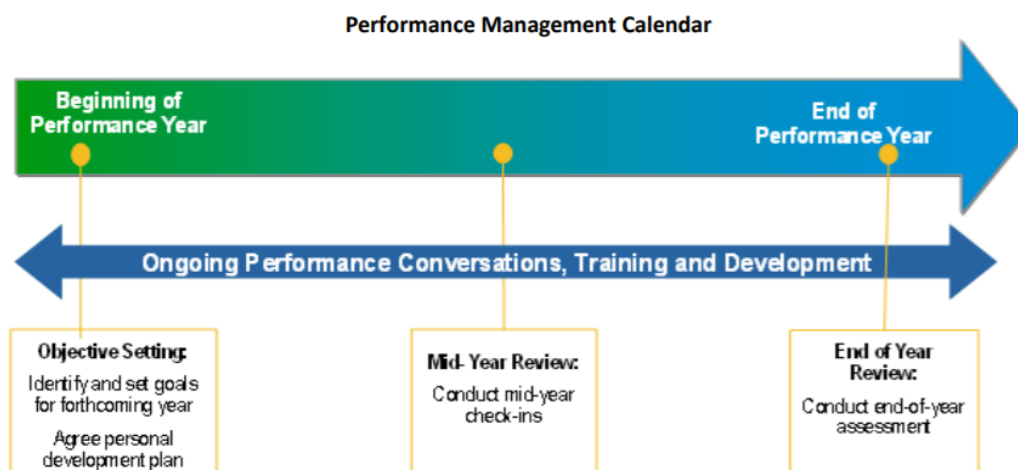
8. This policy is for the Chief Executive Officer, the Chief Finance Officer and the Director of Primary Education. As the Central Team expands, consideration will be given as to whether new posts are following the Mater Ecclesiae Support Staff Appraisal Policy, or the Executive Appraisal Policy. Any additional posts following this policy will be added in this section.

3. Performance Management Process

9. This process follows a cyclical timescale during which objectives are agreed, progress against them is thoroughly reviewed and a performance rating is achieved at the end of the timescale. The overall job description and content should also be reviewed to take account of any changes, additions or updates that may be required.

10. The performance year runs from September to August with a mid-year review in March/April. Whilst the performance management process has three formal stages, performance management is an ongoing process which means regular performance discussions should take place throughout the year.

11. When an employee joins the Executive Team mid-year, the performance management process should commence from the following September.



12. The framework incorporates:

- Performance assessment and improvement – this covers all aspects from exceptional to weaker performance (with remedial action required)
- Development – continual development of individuals and teams to support improved performance and career development
- Managing behaviour – ensuring the individuals are encouraged to behave in a way that allows and fosters excellent working relationships

13. Reviewers

The performance review of the CEO will be carried out by at least two Directors, accompanied and advised by an external Educational Expert. The Educational Expert will be appointed by the Chair of the Board.

14. The CFO will be appraised by the Chair of the Board, Chair of the Finance, Audit, Risk and Resources (FARR) Committee or an expert with a finance background appointed by the Chair if not available, and the CEO.

15. The Director of Primary Education will be appraised by the Chair of the Board, Chair of the Ethos, Intervention & Standards (EIS) Committee or an expert with a education background appointed by the Chair if not available, and the CEO.

16. Any of the Executive Team has the right to appeal against the person appointed to carry out their review, but not the structure of the reviewers i.e. the CEO could only request a different Director or external advisor, not the removal of the role in the process.

17. Objective Setting

Performance objectives are initially drafted by the employee in the Performance Review template and are discussed and agreed with their reviewer(s). An Executive Team member should have 3 objectives set.

18. These objectives need to be Specific, Measurable, Achievable, Realistic and Timebound (SMART), as outlined in Appendix 1, and should be linked to the Trust's organisational strategy, the employee's personal area of responsibility, overall educational and financial outcomes for the Trust or any other specific challenges or opportunities for the Trust as identified by the Directors.

19. Where possible, 6-month milestones for each objective are agreed and any comments that the employee or reviewer has, relating to the performance objectives are recorded as shown in Appendix 2. A personal development plan should also be discussed and agreed, which outlines any development needs and how those needs can be met through training and development opportunities.

20. Mid-Year Review



Employees meet with their reviewers to discuss progress against their objectives and within this, their 6-month milestones. As relevant, objectives can be amended or updated at this point. A review of progress against the personal development plan is also a part of this mid-year review. The outcomes of the mid-year review are summarised in the 'Appraisal Handbook' template.

21. Mid -year progress against each objective is rated according to the following scale:

| |
|-------------------------|
| Currently on target |
| Not currently on target |

22. End of Year Review

Employees and their reviewers meet to discuss progress over the year with regards to the objectives that were set at the beginning of the year as well as progress against any development needs identified as part of the Personal Development Plan. The outcomes of these discussions are summarised in the 'Appraisal Handbook' template.

23. Progress against each objective is rated according to the following scale:

| |
|--------------------|
| Achieved |
| Partially Achieved |
| Not achieved |

24. Following the completion of the performance review process, the Pay and Performance Committee will receive recommendations for Executive Team salary changes. The recommendations shall be in writing and shall reflect the outcomes of the annual performance during the year, as evidenced through the independently supported appraisal process.

25. The Pay and Performance Committee will be appointed annually in the first Directors' Meeting in September. This committee shall be made up of the Chair of the Board, the Finance Director present at the CFO appraisal and another Director not involved in any appraisals.

26. The Pay and Performance Committee will make its decisions known to the Executive Team members in writing and any salary changes will be backdated and effective from 1st September.

27. The following rules will apply to pay progression for the Executive Team:

- There will be no progression unless there has been sustained high quality of performance judged against personal and Trust wide performance objectives and the specific job description.
- Where an area(s) under the remit of a member of the Executive Team does not perform according to expectations – either from a results or



budgetary perspective or Ofsted regrading - this will inform the setting of the salary in the same as it would if the area(s) did perform to or exceed expectations.

28. Absence during Review Period

Consideration will be given to adjusting the pay review process where an employee has had a significant period of absence due to maternity / family related leave, sick leave or disability related absence.

29. The length and impact of the absence on the employee's ability to achieve their professional growth objectives will be taken into account in the assessment at the end of the review cycle.
30. Where a member of staff has been absent for some or all of the review period, an assessment may be based on professional growth during any periods of attendance and/or prior professional growth.
31. Evidence from the two performance management cycles immediately prior to the period of absence may also be considered, if available. Objectives may also be reviewed prior to a planned period of absence, e.g. maternity leave, to ensure that they are realistic for the period during which the employee will be at work. The precise nature of the adjustments will be determined on a case by case basis following discussion with the staff member.
32. When assessing whether a staff member who has been absent has met the criteria for pay progression, the following may be considered:
 - The individual's engagement and impact of their professional growth before they were absent.
 - The individual's engagement and impact of their professional growth on return to work - how does it differ from previous. Have mitigating factors been considered?
 - When taking all reasonable factors into account, would pay progression have been given if the absence had not occurred?
33. Staff returning from maternity leave should be given any pay increase they would have received had they not been on maternity leave. The same approach may be appropriate where an absence has been for disability related reasons.

4. Performance Concerns

34. If any cause for concern is identified with the performance of an Executive Team member through the mid or end of year review, this should immediately be highlighted to the Directors, who may manage the situation informally or apply the Capability Policy.



5. Appeals

35. Right of appeal

The employee has the right to appeal if they are dissatisfied with the process or outcome. For Executive staff any appeal would be to the Directors, while for the CEO this would be sent to the Chair of Trustees. Employees should submit their appeal in writing, within ten working days of being notified of a decision, giving full details of the reason for the appeal.

36. Appeal procedure

An appeal meeting as soon as reasonably practicable and the employee will be informed of its timing and location, giving at least five days' written notice. This may be postponed for up to 5 days to facilitate the attendance of a Trade Union Representative.

37. Right to be accompanied

The employee will be advised of their right to be accompanied to the appeal hearing by a colleague or trade union representative.

38. Appeal Panel

The Appeal Panel shall not include anyone involved in the Performance Management process and may comprise one or more persons. The employee will be informed in writing of the Appeal Panel's decision within five working days of the appeal meeting.



Appendix A

| |
|--|
| Specific |
| <ul style="list-style-type: none"> • Do the objectives have a clear focus? • Does the person know what is expected of them? • Are the objectives relevant to the person's responsibilities and do they have a suitable level of challenge? • Are they in plain English and with clearly defined terms? |
| Measurable |
| <ul style="list-style-type: none"> • Are there clear success criteria and/or outcomes? • Do you know what success will look like? What evidence will need to be produced? • Does a baseline already exist from which to measure progress? • Who will be responsible for measuring the progress and do they have the appropriate knowledge, skills and experience to do this? |
| Achievable |
| <ul style="list-style-type: none"> • Are the necessary resources available? • Are relevant continuing professional development (CPD) opportunities available to support the person in achieving the objectives? • Have you thought about limitations to achieving the objectives? • Have the objectives been agreed? |
| Realistic |
| <ul style="list-style-type: none"> • Are the objectives possible within the context of the Trust and the individual? • Does the person have the skills and experience to achieve the objectives? • Can the objectives be amended if circumstances change? • Do the objectives support the person's professional development? |
| Time-bound |
| <ul style="list-style-type: none"> • Is there a specified timeframe for the objectives? • Have you considered interim milestones for monitoring progress? |

Appendix B

[Proforma 1]

Objectives Setting Meeting – October 2024

| | | |
|---|---|--|
| 1 | Objective Headline | Detail and Success Criteria (SMART) – including any mid-year milestones and professional development needs |
| | Link Trust Strategic Ambition: ‘Prioritising and celebrating human flourishing according our Catholic faith’ | <ul style="list-style-type: none"> |
| 2 | Objective Headline | Detail and Success Criteria (SMART) – including any mid-year milestones and professional development needs |
| | Link Trust Strategic Ambition: ‘Realising the Bishop of Lancaster’s vision for academisation within the proposed timescale’ | <ul style="list-style-type: none"> |
| 3 | Objective Headline | Detail and Success Criteria (SMART) – including any mid-year milestones and professional development needs |
| | Link Trust Strategic Ambition: ‘Ensuring financial stability and resilience’ | <ul style="list-style-type: none"> |



| | |
|----------------------------------|--|
| Additional Comments by Appraiser | |
| Additional Comments by Appraisee | |

Signed: Appraisee _____ Appraiser _____ Date _____



Mid-Year Appraisal Review – March 2025

| | | |
|---------------------------|--|--|
| <p>Objective 1</p> | <p>Review Notes (Progress towards objective, progress against mid-year milestones, new evidence, further development needs and any agreed amendments to the objective)</p> | <p>Delete as appropriate:</p> <p>Currently On Target</p> <p>Not Currently On Target</p> |
| <p>Objective 2</p> | <p>Review Notes (Progress towards objective, progress against mid-year milestones, new evidence, further development needs and any agreed amendments to the objective)</p> | <p>Delete as appropriate:</p> <p>Currently On Target</p> <p>Not Currently On Target</p> |



| | | |
|--------------------|---|--|
| Objective 3 | <p>Review Notes (Progress towards objective, progress against mid-year milestones, new evidence, further development needs and any agreed amendments to the objective)</p> | <p>Delete as appropriate:</p> <p>Currently On Target</p> <p>Not Currently On Target</p> |
|--------------------|---|--|

| | |
|---|--|
| <p>Additional Comments by Appraiser</p> | |
| <p>Additional Comments by Appraisee</p> | |

Signed: Appraisee _____ Appraiser _____ Date _____



Self-Review Against CEO Content Framework – September 2025

This review template should be used in advance of the appraisal meeting to identify strands or aspects of the DfE's [Multi Academy Trust leadership development: Chief Executive Officer Content Framework](#) that the appraisee is already meeting and any areas for development. Where there are development needs this should form part of the discussion at appraisal and be incorporated into the objectives, evidence/success criteria, training and support agreed. Please note that full content framework in 89 pages long and so only the criteria codes are referenced below.

| Standard | | | | Self-review notes | Appraiser comments |
|--|---------------------|-------------------------|---------------------|-------------------|--------------------|
| A. Leadership and Organisational Development | | | | | |
| Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | | |
| Strategy | | Board | | | |
| A.1 | A.a | A.13 | A.l | | |
| A.2 | A.b | A.14 | A.m | | |
| A.3 | A.c | External | | | |
| A.4 | A.d | Stakeholders | | | |
| A.5 | | A.15 | A.n | | |
| A.6 | A.e | A.16 | A.o | | |
| Organisation | | Personal working | | | |
| A.7 | A.f | norms | | | |
| A.8 | A.g | A.17 | A.p | | |
| A.9 | A.h | A.18 | A.q | | |
| A.14 | | | | | |
| Senior Leadership Team | | | | | |
| A.10 | A.i | | | | |
| A.11 | A.j | | | | |
| A.12 | A.k | | | | |



| Standard | | | | Self-review notes | Appraiser comments | | | | | | | | |
|--|---|--|---|-------------------|---------------------|-------------------|---------------------|--|---|--|---|--|--|
| D. Finance and Operations <table border="1"> <thead> <tr> <th>Knowledge that...</th> <th>Knowledge how to...</th> <th>Knowledge that...</th> <th>Knowledge how to...</th> </tr> </thead> <tbody> <tr> <td>D.1 D.2 Finance D.3 D.4 D.5 D.6 D.7</td> <td>D.a D.b D.c D.d D.e D.f D.g</td> <td>Operations D.8 D.9 D.10 D.11 IT D.12 D.13 Procurement D.14</td> <td>D.h D.i D.j D.k D.l</td> </tr> </tbody> </table> | | | | Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | D.1 D.2 Finance D.3 D.4 D.5 D.6 D.7 | D.a D.b D.c D.d D.e D.f D.g | Operations D.8 D.9 D.10 D.11 IT D.12 D.13 Procurement D.14 | D.h D.i D.j D.k D.l | | |
| Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | | | | | | | | | | |
| D.1 D.2 Finance D.3 D.4 D.5 D.6 D.7 | D.a D.b D.c D.d D.e D.f D.g | Operations D.8 D.9 D.10 D.11 IT D.12 D.13 Procurement D.14 | D.h D.i D.j D.k D.l | | | | | | | | | | |
| E. Workforce and Talent Development <table border="1"> <thead> <tr> <th>Knowledge that...</th> <th>Knowledge how to...</th> <th>Knowledge that...</th> <th>Knowledge how to...</th> </tr> </thead> <tbody> <tr> <td>Culture E.1 E.2 E.3 E.4 E.5 E.6 Professional Development E.7 E.8 E.9 E.10 E.11</td> <td>E.a E.b</td> <td>Recruitment and Staffing Structures E.12 E.13 E.14 E.15 E.16 E.17 E.18 E.19 E.20</td> <td>E.c E.d E.e E.f</td> </tr> </tbody> </table> | | | | Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | Culture E.1 E.2 E.3 E.4 E.5 E.6 Professional Development E.7 E.8 E.9 E.10 E.11 | E.a E.b | Recruitment and Staffing Structures E.12 E.13 E.14 E.15 E.16 E.17 E.18 E.19 E.20 | E.c E.d E.e E.f | | |
| Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | | | | | | | | | | |
| Culture E.1 E.2 E.3 E.4 E.5 E.6 Professional Development E.7 E.8 E.9 E.10 E.11 | E.a E.b | Recruitment and Staffing Structures E.12 E.13 E.14 E.15 E.16 E.17 E.18 E.19 E.20 | E.c E.d E.e E.f | | | | | | | | | | |



| Standard | | | | Self-review notes | Appraiser comments |
|--|---------------------|---|---------------------|-------------------|--------------------|
| F. Public Benefit and Civic Duty | | | | | |
| Knowledge that... | Knowledge how to... | Knowledge that... | Knowledge how to... | | |
| Charitable Objects and Duties F.1 F.2 F.3 F.4 | F.a | Education for the Common Good F.5 F.6 Collaboration F.7 F.8 F.9 | F.b F.c F.d | | |



Self-Review Against Appraisal Objectives – September 2025

| | | | |
|---|--------------------|---|---|
| 1 | Objective Headline | Evidence of Impact against success criteria | Target |
| | | | Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved <input type="checkbox"/> |
| 2 | Objective Headline | Evidence of Impact against success criteria | Target |
| | | | Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved <input type="checkbox"/> |
| 3 | Objective Headline | Evidence of Impact against success criteria | Target |



| | | | |
|--|--|--|--|
| | | | <p>Achieved <input type="checkbox"/></p> <p>Partially Achieved <input type="checkbox"/></p> <p>Not Achieved <input type="checkbox"/></p> |
|--|--|--|--|



Final Review Statement – October 2025

| | | | |
|---|--------------------|---|---|
| 1 | Objective Headline | Evidence of Impact against success criteria | Target |
| | | | Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved <input type="checkbox"/> |
| 2 | Objective Headline | Evidence of Impact against success criteria | Target |
| | | | Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved <input type="checkbox"/> |
| 3 | Objective Headline | Evidence of Impact against success criteria | Target |



| | | | |
|--|--|--|---|
| | | | Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved <input type="checkbox"/> |
|--|--|--|---|

| | | | |
|-------------------|--|---------------------------|--|
| Appraisee's Name | | Appraiser's Name | |
| Current Pay Scale | | Working Towards Pay Scale | |

| | |
|--|------------------------------------|
| Appraiser's Pay Progression Recommendation | Confirmed <input type="checkbox"/> |
| Not Eligible for Pay Progression | <input type="checkbox"/> |

| | |
|----------------------------------|--|
| Additional Comments by Appraiser | |
| Additional Comments by Appraisee | |



Signed: Appraisee _____ Appraiser _____ Date _____