



The Cambridgeshire Educational Trust

Realising Potential Together

Cambridgeshire Educational Trust

Pay Policy 2017-2018

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1. Introduction

1.1. September 2017 Pay Award

The minimum and maximum of the pay ranges and allowances for the September 2017 pay award are set out in the STPC Document 2017.

1.2. Decisions about teachers' pay progression must be linked to the Appraisal Policy and are based on criteria set out in the School's Pay Policy 2016/2017.

1.3. The Personnel Committee will operate the Pay Policy as the 'relevant body', as defined in the STPC Document, and for the pay arrangements agreed for all the support staff which will:

- Grade posts appropriately within the conditions of employment identified in the current STPC Document and the conditions of service for support staff employed by the Personnel Committee.
- Take into account pay relativities between posts within the teachers of the Personnel Committee and support staff of the Personnel Committee.
- Ensure that the annual appraisal of all teaching staff, including those absent from duty for any reason, is fairly and properly conducted in accordance with the School's Appraisal Policy as soon as possible, by 31 October 2017 at the latest; 31 December 2017 for the Headteacher.
- Where a pay determination leads or may lead to the start of a period of safeguarding, the Personnel Committee will give the required written statement of notification as soon as possible and no later than one month after the date of the determination.
- Ensure that discretion available under the STPC Document is exercised in a fair and equitable manner.
- Give recognition to assigned Teaching and Learning Responsibilities, whether for a permanent post, an acting period, or a temporary project (TLR3).
- Comply with the salary safeguarding arrangements in the current STPC Document.
- Ensure that an appropriate evaluation process is used to determine the salary range for members of support staff.

1.4. This policy statement will be available to the staff of the Personnel Committee.

2. Delegation of Decision Making

2.1. Head of School

2.1.1. Except where otherwise stated, the Personnel Committee will delegate the day to day management of the policy to the Head of School in consultation with the Chair of the Personnel Committee. The Headteacher will report to the Personnel Committee those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPC Document and the pay provisions for support staff.

2.1.2. The Head of School shall make annual recommendations on the salary of all staff to the appropriate committee of the Personnel Committee. This will include sufficient information for the Personnel Committee to assess their position with

regard to the gender pay gap reporting requirements and public sector equality duty.

- 2.1.3. The Personnel Committee requires that the Head of School has regard to the budget approved by the Governing Body or Trust and the requirements of employment legislation, particularly The Equality Act 2010, (including requirements under the Public Sector Equality Duty and gender pay gap reporting requirements), The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, as well as The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

The Personnel Committee expects the Head of School to seek advice where appropriate from persons engaged by the Personnel Committee to provide such advice.

2.2. An Appropriate Committee Structure

- 2.2.1. The Personnel Committee will delegate to a committee of governors, hereafter referred to as the "Review Committee", decisions arising out of this policy and/or the Appraisal Policy. The number of governors on the committee shall normally be 5, of which at least 3 governors shall sit in rotation. No member of the Review Appeals Committee, referred to below, will be a member of the Review Committee. No governor who is employed by the Personnel Committee may be a member of the Review Committee or the Review Appeals Committee.

- 2.2.2. The Personnel Committee will delegate to a committee of governors, hereafter referred to as the "Review Appeal Committee", any appeals by individual members of staff against decisions of the Review Committee in 2.2.1 arising out of this policy or the Appraisal Policy. The number of governors on the committee shall normally be 5, of which at least 3 governors shall sit in rotation. Any appeal will be dealt with before a final decision is reported to the Personnel Committee.

- 2.2.3. Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the Personnel Committee. Such meetings will normally be arranged within 20 working days of the date the employee requests the meeting, and 5 working days' notice of the date and time of the meeting will be given.

Those entitled to attend meetings of these Committees are outlined in Annex A and B.

2.3. Review of Recommendations to, or Decisions of, the Review Committee

- 2.3.1. Prior to making a salary recommendation to the Review Committee the Head of School (or Chair of the Appraisal Review Committee in the case of the Head of School) will inform the employee of their recommendation to the Review Committee and the date this Committee will be considering their recommendation.

- 2.3.2. Whilst there is no right of appeal to the Head of School's recommendation, if the employee does not agree with the recommendation to be made, then they may provide a written statement to the Clerk of the Personnel Committee which will be provided to the Review Committee to consider alongside the pay recommendation.

The statement provided by the employee must indicate the reason(s) why they disagree with the recommendation, and must fall within one or more of the following:

That the recommendation:

- incorrectly applied any provision of the appropriate salary and/or appraisal policy;
- in the case of a teacher, failed to have proper regard for statutory/contractual guidance of the STPC Document;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the employee.

The employee will have a minimum of 5 working days' notice between the date they are informed of the recommendation and the date of the meeting of the Review Committee to provide this written statement. The Clerk of the Personnel Committee will provide the Head of School (or Chair of the Head of School's Appraisal Review Committee, in the case of the Head of School) with a copy of the written statement submitted by the employee prior to the meeting of the Review Committee.

2.3.3. The employee will be notified in writing of the decision made by the Review Committee and their right to meet with that Committee in person should they be dissatisfied with the outcome. The decision of the Review Committee will be provided to the employee in writing. The employee will be advised of the right of appeal against the decision of the Review Committee to the Review Appeal Committee (paragraph 2.4 below).

2.3.4. The procedure to be followed for the review hearing is attached at Annex A.

2.4. Appeals against Salary or Appraisal Decisions

The employee may appeal against the decision of the Review Committee within 5 working days of receipt of the determination by notifying the Clerk to the Personnel Committee in writing of the reasons for the appeal, which must be as stated in paragraph 2.3.2 above.

The decision of the Review Appeal Committee shall be final. Once any appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the Personnel Committee.

2.4.1. The procedure to be followed for the appeal is attached at Annex B of this policy.

2.5. Threshold Application

- 2.5.1. An application must be made by the 15th October (where the 15th falls on a weekend, the deadline is the first working day following the 15th of October) and submitted to the Head of School.

A successful applicant will progress to a point* on the Upper Pay Range determined by the Head of School backdated from 01st September from which progression to the Upper Pay Range will be paid. This may be termly or annually.

- * the policy may determine that successful applicants will progress to the minimum of the Upper Pay Range or delegate discretion to the Head of school to determine to which point on the Upper Pay Range the successful applicant may progress. See Annex C.

A successful applicant will have demonstrated through the appraisal process:

- that s/he is highly competent in all elements of the relevant standards; and
- that his/her achievements and contributions are substantial and sustained.

(See Annex C for the Personnel Committee's definition of "highly competent" and "substantial and sustained")

- 2.5.2. The Head of School shall inform the teacher of the recommendation to be made to the Review Committee regarding the threshold application as soon as possible after the closing date has passed. The Head of School shall provide oral feedback on the relevant criteria indicated or, in the case of unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development. The process to be followed where the employee does not agree with the recommendation is as outlined in paragraph 2.3.2 to 2.4.
- 2.5.3. Upper Pay Range decisions will only apply to posts under the employment of this Personnel Committee.

2.6. Statement of Salary

- 2.6.1. Salary assessment forms will be issued to confirm salary determinations.

2.7. The Chair of Personnel Committee

The Chair of the Personnel Committee will be available to the Head of School for consultation on those matters of this policy delegated to the Head of School. In this instance the Chair of Personnel Committee may not be a member of Review Committee or Review Appeal Committee.

2.8. The Appraisal Review Committee for the Head of Schools Performance Review

- 2.8.1. The Personnel Committee will delegate 2 *governors*, none of whom shall be employees of the Personnel Committee, to carry out the appraisal review for the Head of School. The delegated governors may be supported by an external adviser appointed by the Personnel Committee. The agreed performance objectives and indicators/measures *[will/may]* be referred for moderation to a meeting of a *[Moderation Committee/the Chair of the Personnel Committee]*.

- 2.8.2. *[It is the stated wish of the Personnel Committee that the delegated governors should be appropriately trained].*

3. Exercise of Discretion Under the STPC Document

3.1. Starting Salary of New Classroom Teacher Appointments.

- 3.1.1. When advertising a teaching post the Personnel Committee or delegated committee will identify the range of salaries the Personnel Committee is prepared to pay, subject to qualifications and experience. The Personnel Committee will not normally agree to match current/previous salaries without first considering the merits of the application and the salary of teachers employed by the Personnel Committee.

Where the Head of School or selection panel regards a teacher has relevant teaching experience, or non-teaching experience which is **directly relevant** to the post being offered, then an appropriate salary will be offered within the advertised range.

- 3.1.2. The Head of School will provide a statement for the appropriate committee of the Personnel Committee detailing the reasons the salary has been awarded, together with the position on the appropriate range in the Personnel Committee's salary structure.

3.2. Calculation of Part Time Teachers' Salaries

- 3.2.1. The Personnel Committee will ensure that all part time teachers employed by the Personnel Committee will have their salaries calculated in accordance with the STPC Document and the "pro rata principle", except where a part time teacher is awarded a TLR3.
- 3.2.2. The Personnel Committee will ensure that the total amount of time for which a part time teacher may be directed is calculated in accordance with the STPC Document and the "pro rata principle".
- 3.2.3. All part time teachers will be advised of the way in which their salary and directed time are calculated.

3.3. Recruitment/Retention Incentives

- 3.3.1. The Personnel Committee may have a policy with regard to any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPC Document.
- 3.3.2. The policy adopted by the Personnel Committee will be made known to staff and set out as Annex D to this policy.

3.4. Staffing Structure

- 3.4.1. The Head of School will annually recommend to the Personnel Committee a staffing structure for the School that:
- takes account of any financial limits determined by the Personnel Committee or delegated committees;
 - identifies the posts to which allowances will be allocated for permanent Teaching and Learning Responsibilities (TLR), in accordance with the requirements of the STPC Document;
 - will determine the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length

of time for which it will be paid, and the reason for the short term payment will be provided to the appropriate committee of the Personnel Committee.

- identifies the level of allowance to be allocated to each permanent TLR post between the minimum and maximum limits set out for each TLR in the STPC Document, and the different levels that may be paid within each TLR in the staffing structure in accordance with the STPC Document;
- identifies the level of salary to be allocated to any Leading Practitioner posts together with the salary ranges to be assigned to each post;
- identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post;
- identifies any post to which a salary from the Special Educational Needs range of salaries will be allocated together with the level of each allowance to be paid;
- identifies the staffing structure for support staff posts together with the evaluated salary range assigned to each post.

The staffing structure and pay ranges approved by the Personnel Committee shall be published with this pay policy.

3.4.2. In the event that the recommendation contains changes in the staffing structure that will directly impact on staff employed by the Personnel Committee, staff and recognised trade unions will be informed and consulted before the final salary structure is published.

3.5. Special Educational Needs

3.5.1. The Personnel Committee will award an allowance to any teacher who satisfies the requirement of the STPC Document, paragraph 21.

3.5.2. The post and allowance(s) will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances should be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

3.6. Awards for Performance Progression to Teachers Paid on the Main Pay Range, the Upper Pay Range or Unqualified Teachers' Pay Range

(Pay progression will be linked to assessment of performance, as determined under the Appraisal Policy).

3.6.1. At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider written recommendations from the Head of School that a teacher be paid a higher salary on the classroom teachers' main pay range as determined by the Personnel Committee, or the Upper Pay Range, depending on which range the teacher is currently paid. The Head of School will also provide written reasons why any teacher should not progress on either range. (Please note comments under section 2.1.2).

3.6.2. Any recommendations for progression to a higher salary made by the Head of School shall be in respect of the teacher's performance during the previous year measured against the performance review under the Personnel Committee's Appraisal Policy, with particular reference to the achievement of objectives identified in Annex E and their individual performance management objectives set at their last review.

- 3.6.3. Recommendations for increases in pay will be differentiated in order that any increase is clearly attributable to the performance of each teacher.
- 3.6.4. A teacher on the main pay range whose performance meets the criteria set out in Annex E could reasonably expect to reach the maximum of the range after five years. The Headteacher may recommend that there will be no progression on the range in a given year where the outcome of the appraisal does not warrant progression. *[A newly qualified teacher who achieves the required standards at the end of induction will normally progress to the second point on the main pay range from the following September in accordance with paragraph 2.3.]*
- 3.6.5. Where a teacher has been absent through long term illness or on maternity leave (or other long term leave) the Head of School will ensure that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to School the Head of School will conduct a review following the teacher's return. If the recommendation is to pay the teacher on a higher salary on the appropriate pay range the award may be backdated to the date on which the award would normally have been paid.

4. Leading Practitioner Posts

- 4.1. The Personnel Committee may decide to include Leading Practitioner post(s) in the structure where it receives a recommendation from the Headteacher to consider such a post.
- 4.2. Where a Leading Practitioner is appointed the Personnel Committee shall select an individual post range on the pay range designated for Leading Practitioners.
- 4.3. At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Headteacher that any Leading Practitioner be paid a higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Annex F.

5. The Leadership Group (See Annex G)

- 5.1. Deputy and Assistant Headteachers
 - 5.1.1. The Personnel Committee, following consideration of the relevant criteria set out in the STPC Document, will determine the pay range for a newly appointed Deputy Headteacher or Assistant Headteacher's salary.
 - 5.1.2. At the time of appointing a new Deputy Headteacher or Assistant Headteacher the selection panel of the Personnel Committee making the new appointment shall determine the salary point on the pay range. The selection panel shall have regard to advice available from persons engaged by the Personnel Committee.
- 5.2. Awards for Performance to Deputy and Assistant Heads
 - 5.2.1. At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Headteacher that any Deputy or Assistant Headteacher be paid additional points subject to the maximum of the their range. The Personnel Committee expects that the objectives for a Deputy or Assistant Headteacher will have become progressively challenging as the teacher has gained experience in the role.

- 5.2.2. Where there are substantial difficulties in retaining the services of a current Deputy or Assistant Headteacher the Personnel Committee may decide to change the salary range in accordance with the STPC Document. Only in exceptional circumstances may the Deputy or Assistant Headteacher's range overlap the Head of School's pay range.

6. Annual Assessment of the Salary of Teachers

6.1. Annual Assessments

- 6.1.1. On or before 1 September of each year, or as soon as possible thereafter, the Head of School will carry out an annual assessment of salary for each teacher, including Deputy and Assistant Headteachers, Leading Practitioners and unqualified teachers employed in the School.
- 6.1.2. The Review Committee will receive the pay recommendations from the Headteacher by *31st October* at the latest, awards will be backdated to 1 September of the current year.

7. Determination of Leadership Group Salaries

- 7.1. Group of the School; Head of School's Pay Range (HTPR) and Pay Ranges for Other Members of the Leadership Group.
- 7.1.2. For the purposes of determining the group of the School by which the HTPR is identified, the Personnel Committee will re-calculate annually the appropriate unit total of the School.
- 7.1.3. The Personnel Committee will assign the School to the appropriate Head of School Group (HTG) whenever a new Head of School is to be appointed and on such occasions as the Personnel Committee sees fit. The Head of School may make representations to the Review Committee to consider assigning the School to a new HTG.
- 7.1.4. If the Personnel Committee changes the group of the School having re-calculated the unit total, the Personnel Committee will identify a HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG.
- 7.1.5. The HTPR of the School shall be a range of consecutive salary points selected by the Personnel Committee within the HTG range for the School.
- 7.1.6. The Recruitment Selection Committee, set up to appoint a new Headteacher, shall determine the salary point on the HTPR to be paid, ensuring that there is room for salary progression to be determined by subsequent performance. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Personnel Committee.
- 7.1.7. Where such a decision is made then the Personnel Committee will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the safeguarding provisions will not apply.
- 7.1.8. The Pay ranges for a Deputy or Assistant Headteacher shall be determined with reference to the School's HTPR as defined by the STPC Document.

8. Additional Payments for Teaching Staff (*optional paragraph*)

- 8.1. In the event that the Head of School, following consultation with the teacher(s) affected, requests teachers to undertake:
- CPD undertaken outside of the school day;
 - Activities relating to the provision of ITT as part of the ordinary conduct of the school day; or
 - Out of school hours learning activities,
- then payments as below will be made to teachers agreeing to participate in such activities.
- 8.2. The daily rate payable to each teacher undertaking such CPD or ITT activities will be determined by the Personnel Committee. Periods of less than a day will be paid pro rata.
- 8.3. Where additional responsibilities and activities are undertaken by a teacher resulting from the Head of School having responsibility for more than one School, as provided for in paragraph 7.1.7 of this policy, the Review Committee of the Personnel Committee will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Review Committee will be reported to the next meeting of the Personnel Committee.

9. Unqualified Teachers

- 9.1. The Personnel Committee may employ unqualified teachers/instructors in the School. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPC Document.
- 9.2. The point on the Personnel Committee's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPC Document, at which a new appointment will be paid, will be determined by the Head of School, in consultation with the Chair of the Personnel Committee, and will take account of the qualifications and experience considered to be relevant to the post.
- 9.3. In addition to the appropriate point on the unqualified teachers' pay range the Head of School, in consultation with the Chair of the Personnel Committee, may award an additional annual allowance in accordance with paragraph 22 of the STPC Document to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility, which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or who the Headteacher and Chair of the Personnel Committee believes has additional qualifications and/or experience to warrant such an award.
- The Head of School will report any award of such an allowance to the Review Committee of the Personnel Committee.
- 9.4. The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

10. Salaries of Support Staff

- 10.1. On appointing a member of the support staff the job description determined for the post will be evaluated in accordance with the adopted scheme. Advice on appropriate evaluation processes will be sought from persons engaged by the Personnel Committee.

- 10.2. The Head of School, in consultation with the Chair of the Personnel Committee, will determine the appropriate point on the evaluated range having regard to:
- i. Relevant qualifications and/or competencies; and
 - ii. Recruitment/retention needs of the school in respect of the post.

The decision of the Head of School will be reported to the Review Committee.

- 10.3. If at any time the Head of School, in consultation with the Chair of the Personnel Committee, considers that a member of the support staff is being asked to undertake increased or decreased responsibilities on a permanent basis, the job description may be re-evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by the Headteacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid will also be stated. *In the event that the evaluation provides for a lower salary the employee will be entitled to salary safeguarding for a period in accordance with (the Personnel Committee's policy) or (Local Authority's policy for community schools).* The new salary level will be reported to the Review Committee at its next meeting.
- 10.4. At the time of making the annual assessment of the teachers' salaries the Headteacher may also make any recommendation to the Review Committee in respect of the salary of any member of the support staff. Where the Headteacher considers it appropriate a recommendation to the Review Committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of his/her performance during the previous year. The honorarium may either be paid as a lump sum payment at the next salary payment after the Review Committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 10.5. If any member of support staff wishes to appeal against their salary level they may ask for a re-evaluation of their job description. In the event that a member of the support staff decides to appeal against a decision of the Review Committee under paragraph 2.4 above, then s/he shall enter a formal written statement of appeal. The appeal shall be heard by the Review Appeal Committee referred to in paragraph 2.2.2 above.

11. Salary Sacrifice Scheme

- 11.1. The Personnel Committee will support and encourage any salary sacrifice scheme as identified in the STPC Document and made available by the Personnel Committee, from which teachers or support staff employed in the School benefit where there is no additional cost to the Personnel Committee's budget.**

12. Review of the Policy

- 12.1. The Trust will review this policy annually.

** Pay Bodies should be aware that there will be a cost when an employee in receipt of child care vouchers is on maternity leave and is no longer receiving contractual pay.

Annex A

(This procedure complies with the guidance of the Secretary of State 'Implementing your School's Approach to Pay')

Procedure for a Review of a Salary Determination by the Review Committee of the Personnel Committee

1. Case for the employee

The employee is entitled to be accompanied by a representative of his/her trade union or a workplace colleague

The employee or representative:

- a) Presents the employee's written application for the review.
- b) The members of the Review Committee may ask questions of the employee.

2. The Chair of the Review Committee:

- a) Explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the employee.
- b) If the Review Committee has asked the Head of School (or a governor as referred to in note 3 below) to be present at the hearing the Head of School (or governor) may be asked questions by members of the Review Committee, and the employee or representative.

3. Summing up and withdrawal

- a) The employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- b) All persons other than the members of the Review Committee and the adviser (See note 5 below), are then required to withdraw.

4. Review Committee decision

- a) The Review Committee and the person who is advising, (other than the Head of School or a governor) are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve both parties.
- b) The Chair of the Review Committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

Notes:

1. For the purposes of the review, the Review Committee and the employee will have the following documents;-
 - The written statement of reasons for the recommendation/decision previously provided to the employee.
 - The written statement of reasons for the application for the review from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).
 - Any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.
2. For the purposes of the review, the Review Committee may ask the Head of School (or in accordance with note 3 below, a governor) to be present. In that event the Head of School(or governor) may also be asked questions by the members of the Review Committee and by the employee or his/her representative. The Head of School (or governor) may **not** be involved in the decision of the Review Committee.
3. Where the Head of School has asked for the review the Review Committee may ask the Chair of the Personnel Committee or a representative of the governors referred to in 2.8.1 above to be present.
4. The Review Committee may have an adviser present.
5. The review is **not** an appeal against the recommendation/decision.

Annex B

(This procedure complies with the guidance of the Secretary of State 'Implementing your School's Approach to Pay')

Procedure for an Appeal Against a Salary Decision of the Review Committee to the Review Appeal Committee of the Personnel Committee

1. The Appeal of the employee

The employee is entitled to be accompanied by a representative of his/her trade union or a workplace colleague.

The employee or representative:

- a) Introduces the employee's written reasons for the appeal and the representative of the Review Committee 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 representative of the Review Committee and then by the Review Appeal Committee.

2. The response of the Review Committee

The representative of the Review Committee:

- a) Explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Review Committee previously provided to the employee, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the Review Committee.
- 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 his/her representative and then by the Review Appeal Committee.

3. Summing up and withdrawal

- a) The representative of the Review Committee 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 (see note 4 below) are then required to withdraw.

4. Review Appeal Committee decision

- a) The Review Appeal Committee and adviser 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 written statement of reasons for the Review Committee 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 2.3.2 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. For the purposes of the appeal, the Review Committee representative may call the Head of School (or in accordance with note 3 below, a governor) as a witness for the Review Committee. In that event the Headteacher (or governor) may be questioned as a witness.
3. Where the Head of School has asked for the review the representative of the Review Committee may call the Chair of Governors and/or one of the governors referred to in paragraph 2.8.1 of the policy above as a witness.
4. The Review Appeal Committee may appoint an adviser who may not be an employee of the Personnel Committee.

Annex C

ACCESS TO THE TEACHERS' UPPER PAY RANGE

Any qualified teacher who is able to demonstrate that she/he is highly competent and has made substantial and sustained progress towards the maximum of the main classroom teachers' range may apply to the head teacher to be paid on the upper pay range.

An application must be made by the 15th of October (where the 15th of October falls at the weekend, the deadline is the first working day following the 15th of October). Only one application may be made per school year.

The format of the application: applicants should complete the 'CET Application to be paid on the Upper Pay Range Form.' See Annex G for a copy of this form.

The application will be assessed by the Head of School by the 31st of October and the head teacher will make a recommendation to the Governors' Pay Committee meeting, that will take place as soon as practicable after the 31st of October. The Head of School will, if necessary, speak to senior colleagues, line managers and others with the aim of verifying aspects of the applicant's application. However, the assessment is the Head of School's alone to make.

Applicants will be notified of the outcome of their application immediately following the Governors' Pay Committee meeting in November, using the 'CET application to be paid on the Upper pay Range, Decision form' at Annex

8. Successful applicants will progress to point 1 on the Upper Pay Range, with the pay uplift backdated to the 1st of September.

For the purposes of this pay policy:

'highly competent' means

- consistently meeting all of the Teachers' Standards and exceeding at least some of them
- teaching that is consistently at least good, and at least sometimes* outstanding, as evidenced by the outcomes of the minimum of 3 formal observations per year specified in the school's Teacher Appraisal Policy • there is good evidence that the teacher's typical professional practice is outstanding, evidenced, for example through; feedback from the line manager; senior leadership team lesson visits; the teacher providing regular provision of high-quality feedback to students; the excellence of the teachers' students' progress and outcomes; the excellence of the

teacher's tutoring; the teacher's consistently faithful attention to key basic aspects of practice such as taking the register, getting to duty on time and doing it well; and other

monitoring such as homework monitoring and monitoring of marking

- coaching another or other teachers to help them improve their teaching practice for an extended period (for example, over the term of an appraisal cycle or for a significant portion of it)

'substantial' means

- providing a role model for teaching and learning, through teaching that is at least sometimes* outstanding and by regularly encouraging other teachers to observe her/his practice and by coaching other teachers to improve their teaching and helping others informally
- contributing regularly to the whole school in-house teacher training programme and being able to show the impact of these contributions on teaching and learning in the school
- contributing to high standards in terms of students' progress and outcomes through teaching that is at least sometimes outstanding
- making a significant contribution to the extra-curricular life of the school by, for example, running clubs and trips or other activities on a regular basis
- consistently upholding and promoting the College Ethos by, for example, being very positive in the day-to-day professional work at all times

'sustained' means

- demonstrating highly competent and substantial performance in this school for, normally, at least 3 years prior to applying for assessment to be paid on the upper pay range

* Sometimes means the teacher has ongoing evidence of outstanding teaching from lesson observations

Note, a teacher who has been on M6 for at least one year and who has consistently demonstrated almost all aspects of highly competent and substantial performance and has evidence of at least consistently good teaching can apply to go onto the UPR, with some confidence of a successful outcome.

Annex D

TEACHERS: RECRUITMENT AND RETENTION ALLOWANCES OR BENEFITS and TLR 3s

The Head of School will consider paying recruitment and retention allowances if any of the following apply:

- the post is in a recognised shortage subject and may be difficult to fill
- the post was previously advertised and it was not possible to fill it at that time
- the post is regarded as very important to the school and the offer of a recruitment allowance is deemed essential to attract the highest calibre applicants or
- the payment of a retention allowance is deemed necessary to retain an outstanding teacher / leader

Recruitment allowances will normally be paid for one year but may be paid for up to 3 years in exceptional circumstances. This will be determined at the time of appointment. A member of staff who has been paid a recruitment allowance for 1-3 years may subsequently be paid a retention allowance, provided any of the above criteria are deemed to apply.

Retention allowances may be paid for any number of years, the minimum length of time being, normally, one year. They will be reviewed annually, in June, by the Head of School, in advance of the following September. The Head of School may recommend to governors the creation or removal of a retention allowance. If a retention allowance is created after the beginning of the school year, it should run for the remainder of the school year, at least. If a retention allowance is being removed, it should only cease at the end of the school year, unless exceptional circumstances apply (for example, the teacher is refusing to discharge a responsibility that has been attached to the creation of the retention allowance or is discharging the responsibility poorly). Where a retention allowance is removed, the teacher will be notified in writing by the head teacher, including the reason for its removal and the date on which it will cease to be paid.

The Range of Allowances

Recruitment and retention allowances will be any figure up to the value of £5000

The school may award a fixed-term TLR, a TLR3, to a classroom teacher for clearly time-limited school improvement projects, or one-off externally-driven responsibilities. The duration of the fixed term will be established at the outset and payment of the TLR will be made on a monthly basis. Where a part-time teacher is awarded a TLR3, this will be on a pro rata basis.

A TLR3 will be paid at one of the following values, depending on the specific project/responsibilities it is paid for: £500, £1000, £1500, £2000, £2500.

Annex E

ANNEX 5

PROGRESSION ON THE MAIN, UNQUALIFIED AND UPPER PAY RANGES FOR CLASSROOM

TEACHERS

The school will use a Main Pay Range, An Unqualified Teachers' Pay Range and an Upper Pay Range, as follows:

	<u>Main Pay Range</u>	<u>Upper Pay Range</u>	<u>Unqualified Teachers' Pay Range</u>
<u>Minimum point</u>	<u>1</u>	<u>U1</u>	<u>1</u>
	2		2
	3		<u>3</u>
		<u>U2</u>	
	4		<u>4</u>
	5		<u>5</u>

Maximum point	6	<u>U3</u>	<u>6</u>
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Teachers on the Main, Upper and Unqualified Teacher Pay Range will have their salary reviewed annually by the head teacher in accordance with paragraph 6 of the main pay policy against the aims of the school and in accordance with the criteria which a teacher needs to meet to achieve salary progression.

PAY PROGRESSION BASED ON PERFORMANCE AND COMPETENCE

All teachers, unqualified teachers and support staff 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.

In relation to teachers, the detailed arrangements for teacher appraisal are set out in the school's Teacher Appraisal Policy.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. For any teacher and unqualified teacher, it will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

There will be 3 possible outcomes from teacher appraisal: 1. As a 'best fit' judgement, the teacher has exceeded all or at least the vast majority of the Teachers' Standards and has met the specific appraisal objectives set for the cycle; 2. As a 'best fit' judgement, the teacher has met the standards and has met the specific appraisal objectives set for the cycle; 3. As a 'best fit' judgement the teacher has not met the standards and/or the specific appraisal objectives set for the cycle.

These judgements are summarised as:

1. Exceeding the Standards
2. Meeting the Standards
3. Not meeting the Standards

The judgements are exemplified in the Teacher Appraisal Policy.

Pay progression along the Main Pay Range

- a teacher meeting the standards and meeting the specific appraisal objectives set for the cycle, who is on the Main Pay Range but below point 6 will be progressed one point along the range, backdated to the 1st of September
- a teacher meeting or exceeding the standards and meeting the specific appraisal objectives set for the cycle, who has already reached Point 6 on the Main Pay Range may apply to go through the threshold to the Upper Pay Range (see Annex 3 for further details)
- a teacher exceeding the standards and meeting the specific appraisal objectives set for the cycle who has not yet reached point 6 on the range may progress up to 2 points along the Main Pay Range (where point 6 is the maximum that can be reached)
- a teacher who has not met the Standards and / or the common appraisal objectives will not progress in that year and may also become subject to the College Capability Procedure. However, the Capability Procedure will not normally be applied where a teacher is deemed to have nearly met the Teachers' Standards and / or the specific appraisal objectives and there are good grounds for believing she/he will do so by the end of the next cycle. In this case, a 'no progression' decision will be made and there will be no reference to the Capability Procedure.

To be fair and transparent, assessments of performance will be based on evidence. We will ensure fairness by:

1. Making clear the evidence that must be used to assess performance and
2. Quality-assuring the assessments that are made. To do this, the Head of School will quality-assure a minimum of 5 Appraisals (for colleagues for whom the head teacher is not the assigned appraiser) and each other member of the senior leadership will quality assure a minimum of 1 Appraisal (for colleagues for whom the Senior Leader is not the assigned appraiser).

The evidence used to assess performance includes:

1. The teacher's self-assessment of performance against the Teachers' Standards and in relation to the appraisal objectives; teachers will be expected to provide brief written evidence of how they have performed in relation to their appraisal objectives and their competency in relation to all elements of the Teachers' Standards during the appraisal period
2. The outcomes of the minimum of 3 formal lesson observations carried out during the cycle
3. Good evidence that the teacher's typical professional practice is consistently good, evidenced, for example through; feedback from the line manager; senior leadership team lesson visits; the teacher providing regular provision of high-quality feedback to students; the excellence of the teacher's tutoring; the teacher's consistently faithful attention to key basic aspects of practice such as taking the register, getting to duty on time and doing it well; and other monitoring such as homework monitoring and monitoring of marking

4. Analysis of the progress made by those students taught by the teacher during the appraisal period, including KS4 examination results where these exist (this may already have presented as evidence by the teacher for point 1 above)

Teachers already on UPR point 1, point 2 or point 3 at the time of the assessment of their performance also need to demonstrate that they remain highly competent and continue to make a substantial and sustained contribution to the school. Assessment for progression from UPR1 to UPR2 and UPR2 to UPR3 will be made two years after a teacher has arrived at UPR1 or UPR2. The teacher needs to express interest in being assessed after the beginning of the autumn term and towards the end of the second appraisal cycle after their previous progression; assessment is not automatic.

Final decisions about whether or not to accept pay recommendations will be made by the Governors' Pay Committee, taking account of the views of the Head of School.

Recommendations about pay progression will be made by appraisers, as part of the Appraisal process.

Annex F

Teachers: The Appointment of Leading Practitioners

The school may decide to appoint teachers to Leading Practitioners posts in the staffing structure as indicated in paragraph 4 of the pay policy and in accordance with the provisions of paragraph 18 of the STPC Document 2013.

At the time of determining the need for a Leading Practitioner post, the following questions will be addressed and answered:

- *The title of the post*
- *The purpose of the post within the school's staffing structure*
- *The job description and person specification for the post*
- *The pay range for the post and how much will be paid at each point within the range*
- *Line management of the post-holder*
- *And the criteria for determining salary progression along the range of points available*

Annex G

CET

Annex 7 Trust application to be paid on the Upper Pay Range

*Note to applicants: before completing this form, applicants should read Annex C of the School's Pay Policy. Please complete this application by the 15th of October and give a copy to the Head of School's P.A. to pass to the Head of School.. You do not have the space to show the evidence that supports your application on this form but the evidence for each statement should be available for the Head of School in your area of **schoolcpdonline** and/or in a separate document that you attach to this application.*

Once you have submitted your application, the Head of School, or your Senior Leadership Team appraiser, may meet you to discuss it, prior to the Head of School assessing your application.

Name of teacher _____ Date of application _____

Section 1 'Highly competent.'

Please tick

1. I consistently meet all of the teachers' standards and exceeding at least some of them
2. My teaching has been consistently good, and sometimes outstanding, for the past 3 years
3. There is good evidence that the teacher's typical professional practice is outstanding*
4. I have coached another teacher or teachers for an extended period

**Statement 3 must be completed by your Senior Leadership Team appraiser, after consultation with your line manager*

Section 2 'Substantial contribution.'

Please tick

1. I have been a role model for teaching and learning, regularly encouraging others to observe me
2. I have contributed regularly to the school's in-house teacher training programme and I can show the impact of my contributions on teaching and learning in the school
3. The students I teach make great progress, based on their outcomes in relation to their targets
4. I make a regular, significant contribution to the extra-curricular life of the school
5. I consistently uphold and promote the College ethos by, for example, being very positive in my day-to-day professional work at all times

Section 3

'Sustained contribution.'

Please tick

1. I have demonstrated my highly competent and substantial performance in this school for least the last 3 years

Teacher's signature _____

CET

Annex 8 Trust application to be paid on the Upper Pay Range, Decision Form

Note: before completing this form, the Head of School must have read the applicant's application to be paid on the UPR form and considered the evidence presented to the candidate. The Head of School will normally also discuss the application with the Senior Leadership Team appraiser. This form should be completed after the Governors' Pay Committee meeting in November and a copy given to the applicant immediately. A copy should also be placed on the applicant's Personnel file.

The Headteacher's Assessment

Dear Applicant,

Following my assessment of your application to be paid on the Upper Pay Range, I decided to recommend to the Governors' Pay Committee that:

Section 1

You should progress to the Upper Pay range this year

Your key strengths are:

My advice for your continuing professional development is:

Section 2

You should not progress to be paid on the Upper Pay Range this year

The reasons(s) for this assessment is:

To strengthen your possible future application, I recommend that:

Decision of the Governors' Pay Committee

The Governors' Pay Committee have decided to: Tick one

- accept my recommendation that you progress this year
- accept my recommendation that you do not progress this year
- reject my recommendation that you progress this year
- reject my recommendation that you do not progress this year

In the event that the Governors' Pay Committee rejects the Headteacher's recommendation, the Headteacher must complete the 'What happens next?' section.

What happens next?

Headteacher's signature _____ Date _____

Salary Ranges and Arrangements for Teachers Paid on the Leadership Group Range

This annex should be completed by the Personnel Committee. It should set out the salary ranges and arrangements for teachers paid on the leadership group pay ranges.

The Personnel Committee will also need to decide whether it will apply a 1% increase to all points on its Leadership Group Ranges.

If the HTR is at the minimum or maximum of the HTG it must be increased by 1%.

The Personnel Committee will need to consider whether paragraph 9.3 of the STPC Document 2017 applies to the circumstances of the Headteacher.

The maximum of the Deputy and Assistant Headteacher must not exceed the maximum of the HTG.

*Changes to the determination of leadership group pay under the STPC Document 2017 (paragraphs 4 to 11) should only be applied to individuals appointed to a leadership post **on or after 1 September 2014**, or whose responsibilities have significantly changed after that date.*

The Personnel Committee may choose to review the pay of all of its leadership posts under these arrangements, if they determine that this is required to maintain consistency, either with pay arrangements for new appointments to the leadership group made on or after 1st September 2014, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly changed on or after that date.

Under the STPC Document 2017, the Governing Body, in deciding the implementation of the arrangements above, may determine the extent and the size of the salary ranges for the Headteacher's Salary Range (HTPR), the Deputy Head and Assistant Head.

Questions for the Personnel Committee:

Is the Personnel Committee intending to appoint a new member of the Leadership Group, or amend the salary where a Leadership Post has significantly changed on or after 1st September 2014, and re-determine the salary?

If the answer is **no** then the Personnel Committee should confirm the Leadership Pay Ranges as indicated above. The Personnel Committee **may** wish to consider question h below in advance of the setting of performance objectives for the leadership group for this academic year.

*If the answer is **yes** then the Personnel Committee must decide:*

- a) Within which Headteacher Group will the Headteacher Pay Range be set?*
- b) How many consecutive points will be in the HTPR?*
- c) How many consecutive points will be in the Deputy/Assistant Head ranges?*
- d) Will this be the same for all Deputy/Assistant Head ranges?*
- e) Are there exceptional circumstances so that the Deputy/Assistant Head ranges overlap the HTG?*
- f) What parameters will the Personnel Committee identify for the point on which a newly appointed member of the Leadership Group may be paid?*
- g) Under what circumstances, if any, will the Personnel Committee consider paying the Headteacher a salary up to 25% above the maximum of the Headteacher teacher group (HTG)?*
- h) What recommendations will the Personnel Committee consider regarding the number of points progression for Headteacher/Deputy/Assistant Heads following a successful performance review?*

The Personnel Committee may decide to review the salary arrangements for the Leadership Group at any time.