



**CHESTERTON
COMMUNITY COLLEGE**

**Chesterton Community College
Pay Policy
2014-15**

Chesterton Community College

School Pay Policy

INTRODUCTION

- 1.1 Decisions about teachers' pay progression will be linked to performance, with the annual performance-related progression pay increases being awarded after the end of the appraisal cycle in October and backdated to 1st September.
- 1.2 The Governing Body of the school will operate a School Pay Policy as the 'relevant body', as defined in the School Teachers' Pay and Conditions Document 2013, 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 of the school.
 - take into account pay relativities between posts within the school.
 - ensure that the annual appraisal of all teachers, including part time teachers, unqualified teachers, members of the leadership group, and the annual performance review of the head teacher's salary, is fairly and properly conducted as soon as possible and by 31st October at the latest; 31st December for the head teacher.
 - Where a pay determination leads or may lead to the start of a period of safeguarding, the governing body 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 for determining the starting salary for all new teachers, for special education needs allowances, for Teaching and Learning Responsibilities payments, and for determining the salary ranges for leading practitioners and members of the Leadership Group, including the head teacher.
 - give recognition to assigned increased responsibility for Teaching and Learning Responsibilities, whether for a permanent post, temporary projects or acting post basis.
 - ensure that an approved evaluation process is used to determine the appropriate salary range for members of the school support staff.
- 1.3 This policy statement will be available to the staff of the school.

2. DELEGATION OF DECISION MAKING

2.1 Head teacher

- 2.1.1 Except where otherwise stated, the Governing Body, having determined the policy as set out below, will delegate the day to day management of the policy to the head teacher in consultation with the Chair of Governors. The head teacher will report to the Governing Body those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the current STPC Document and the pay provisions for support staff.
- 2.1.2 The head teacher, in accordance with this policy, shall make annual recommendations on the salary of all staff to the appropriate committee of Governors.
- 2.1.3 The Governing Body requires that the head teacher in exercising the delegated responsibilities has appropriate regard to the budget approved by the Governing Body and the requirements of employment legislation, particularly The Equality Act 2010, 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 Governing Body expects the head teacher to seek appropriate advice from persons engaged by the Governing Body to provide such advice.

2.2 An Appropriate Committee Structure

2.2.1 The Governing Body will delegate to a committee of governors, hereafter referred to as the **"Governors' Pay Committee"**, decisions arising out of this policy or the Teacher 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 Governors' Pay Appeals Committee, referred to below, will be a member of the Governors' Pay Committee. No governor who is employed at the school may be a member of the Governors' Pay Committee or the Governors' Pay Appeals Committee.

2.2.2 The Governing Body will delegate to a committee of governors, hereafter referred to as the **'Governors' Pay Appeals Committee'**, any appeals by individual members of staff against decisions of the committee in 2.2.1 arising out of this policy or the Teacher 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 Governing Body.

2.3 **Review of Decisions on Pay and Appraisal**

2.3.1 If an employee, including the head teacher, wishes to have a review of any decision that affects his/her appraisal and/or his/her pay s/he shall, within 5 working days of being given the written statement of the assessment, make a written request to the decision maker of the decision about which the employee is seeking a review, for a formal written statement of reasons for the decision which s/he wishes to have reviewed.

2.3.2 The written statement of reasons will be provided to the employee within 5 further working days by the decision maker. If, having considered the statement of reasons the employee still wishes for a review of the decision s/he shall submit written grounds for seeking a review to the Governors' Pay Committee within 5 working days of receipt of the written statement of reasons. The reason for a review will be one or more of the following:-

That the decision -

- incorrectly applied any provision of the appropriate salary and/or Teacher Appraisal Policy;
- in the case of a teacher, failed to have proper regard for statutory provision or guidance of the STPC Document 2013 ;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the employee.

2.3.3 The chair of the Governors' Pay Committee will, normally within 10 working days of receipt of the written application for a review, make arrangements for the employee to make representations in person to the Governors' Pay Committee regarding the reasons for the written application. The employee may be accompanied at that meeting by a workplace colleague or representative of his/her trade union and the Governors' Pay Committee may also have an adviser present to advise the committee. The Governors' Pay Committee may also ask the head teacher (or in the case of the request for a review coming from the head teacher, the Chair of Governors or a representative of the governors referred to in 2.8.1 below) to be present and to comment on the reasons for the application for the review. The decision of the Governors' Pay Committee will be provided to the employee in writing as soon after the review as possible. The employee will be advised that s/he has the right of appeal against the review decision.

2.3.4 The procedure to be followed for the review hearing is attached at Annex 1 of this policy.

2.4 **Appeals Against Salary or Appraisal Decisions**

If the employee decides to appeal against the reviewed determination as defined in 2.3 above then the employee shall, within 5 days of receipt of the reviewed determination, notify the Clerk to the Governors in writing of the appeal and the reasons for it. The Clerk to the Governors will arrange, normally within 20 working days of the receipt of the written notice of appeal, giving at least 5 working days' notice, a meeting of the appeals committee of the governing body. The employee will be entitled to attend and the procedure to be followed for the appeal is attached at Annex 2 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 appraisal of staff shall be reported to the Governing Body.

2.5 **Threshold Application**

2.5.1 A qualified teacher who 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 (see the school’s definition of the terms ‘highly competent’ ‘substantial’ and ‘sustained’ at Annex 3 of this policy).
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).
A successful applicant will progress to the first point on the Upper Pay Spine backdated to the 1st of September.

A successful applicant will have evidence that demonstrates:

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

(See Annex 3 for the school’s definition of “highly competent” and “substantial and sustained”.)

2.5.3 The head teacher shall inform the Governors’ Pay Committee of the outcome of the threshold application as soon as possible after the closing date has passed and inform the teacher of the outcome within at least 20 working days following the decision provided to the Governors’ Pay Committee. The teacher shall be given a salary assessment form indicating his/her salary position following the outcome of the application. The head teacher shall provide oral feedback on the relevant criteria indicated, or in the case of an unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development.

2.5.4 Any decision regarding successful placement on the upper pay range will only apply to posts in this school.

2.6 **Reviews and Appeals against any Threshold Application Decision**

2.6.1 A teacher may seek a formal review of the decision by the head teacher by submitting a request in writing together with reasons for a review as identified in clause 2.3 of this policy. The head teacher will make arrangements, normally within 10 working days of the written application for a review, to meet with the employee who may be accompanied by a workplace colleague or representative of his/her trade union. The outcome of the review shall be provided in writing together with notification of the right of appeal.

2.6.2 If the employee decides to exercise his/her right to have the Threshold determination reviewed or to appeal against the determination it shall be in accordance with clause 2.4 of this policy and the reasons for review in 2.3 of this policy.

2.7 **The Chair of Governors**

2.7.1 The Chair of Governors will be available to the head teacher for consultation on those matters of this policy delegated to the head teacher. In this instance the Chair of Governors may not be a member of review or appeals panels.

2.8 **The Appraisal Review Governors for the head teacher's Performance Review**

2.8.1 The Governing Body will delegate a minimum of 2 governors, none of whom shall be employees of the school, to carry out the appraisal review for the head teacher as set out in this policy and the school's appraisal policy. The delegated governors will be advised by an external adviser appointed by the school. The agreed performance objectives and indicators/measures will/may be referred for moderation to a meeting of a moderation committee/ the chair of governors.

2.8.2 It is the stated wish of the Governing Body that the delegated governors shall avail themselves of appropriate training.

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 school will identify the salary range the school is prepared to pay subject to qualifications and competence. The school will not normally agree to match the salary on which the applicant is/was paid in his/her last school without first considering the merits of the application and its relationship to the salary of teachers employed at the school.

Where the head teacher 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 teacher will provide a statement for the appropriate committee of governors of the reasons for which the salary has been awarded together with the position on the appropriate range in the school's salary structure.

3.2 **Calculation of Part Time Teachers' salaries**

3.2.1 The Governing Body will ensure that all part time teachers employed in the school will have their salaries calculated in accordance with the STPC Document and the "pro rata principle".

3.2.2 The Governing Body will ensure that the total amount of time for which a part time teacher may be directed by the head teacher 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/TLR3s**

3.3.1 The policies adopted by the Governing Body on recruitment/retention incentives and TLR3s are made known to the staff and set out as Annex 4 to this policy. Arrangements are in accordance with the School Teachers' Pay and Conditions Document.

3.4 **Staffing Structure**

3.4.1 The head teacher will annually recommend to the Governing Body a staffing structure for the school that:

- takes account of any financial limits determined by the Governing Body;

- identifies the posts to which allowances will be allocated for Teaching and Learning Responsibilities (TLR) in accordance with the requirements of the STPC Document, on a permanent basis.
- 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 additional payments in the range for TLR 3 are £1000, £1500, £2000 and £2500), 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 Governing Body.
- identifies the level of allowance to be allocated to each permanent TLR post in the attached 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 approved by the Governing Body shall be published with this pay policy.

- 3.4.2 In the event that the recommendation contains significant changes in the staffing structure the recognised trade unions will be informed and consulted before the final salary structure is published.

3.5 Special Educational Needs

- 3.5.1 The Governing Body will award an allowance to any teacher who satisfies the statutory requirement of the STPC Document 2013, paragraph 27.
- 3.5.2 The post and allowance(s) will be identified in the staffing structure and will be on a spot salary 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 IS linked to assessment of performance).*

- 3.6.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Governors' Pay Committee will consider written recommendations from the head teacher that a teacher be paid a higher salary on the main classroom teachers' pay spine for the school, or the unqualified teachers' spine or the upper pay spine, depending on which range the teacher is currently paid. The head teacher will also provide written reasons why any teacher should not progress on either range.
- 3.6.2 Any recommendations for progression to a higher salary made by the head teacher shall be in respect of the teacher's performance during the previous year across all aspects of the teacher's professional duties as measured against the Teachers' Standards, and also having regard to his/her performance review under the school's Appraisal policy with particular reference to the achievement of objectives and classroom performance. In the case of teachers beyond the threshold the Head will also have regard to the teacher's overall contribution to the school.
- 3.6.3 Before the head teacher decides whether or not to make a written recommendation to the Governors' Pay Committee, the Governing Body will expect that the head teacher will have had due regard to the appropriate level of performance expected of a teacher against the school's criteria for the relevant level of the Teachers' Standards according to the salary range on which the teacher is paid. The school's criteria for determining whether or not a teacher shall progress are set out in Annex 5 of this policy together with the salary points on the Main and Upper Pay ranges adopted by the school and shall be made available to all teachers on the main classroom teacher pay range and the upper pay spine.
- 3.6.4 Recommendations for increases in pay will be differentiated such that the amount of any increase is clearly attributable to the performance of the teacher in question. Continued good performance over a number of years should give a classroom teacher a reasonable expectation of progressing to the top of the appropriate pay range.
- 3.6.5 A teacher on the main classroom teachers' pay range whose performance meets the criteria set out in Annex 5 could reasonably expect to reach the maximum of the range in five years. The Head may recommend that there will be no progression on the range in a given year where the performance of the teacher does not warrant progression. A newly qualified teacher who achieves the required standards at the end of his/her induction will normally progress to the second point on the main classroom teachers' range.
- 3.6.6 Where a teacher has been absent through long term illness or on maternity leave the head teacher will ensure that the requirements of the STPC Document are complied with by ensuring that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to school the head teacher will conduct a review at such time following the teacher's return to school to enable a proper and reasonable assessment to be made and in the event that the head teacher's recommendation is to pay the teacher on a higher salary on the appropriate pay spine the award will be back dated to the appropriate date on which the award would normally have been paid.

4. LEADING PRACTITIONER POSTS

- 4.1 The Governing Body may decide to include a leading practitioner post or posts in the staffing structure where it receives a recommendation from the head teacher to consider such a post. The leading practitioner post must comply with the requirements of the STPC Document.
- 4.2 Where a leading practitioner is appointed the Governing Body shall select a point range of salaries from the range designated for leading practitioners (see Annex 6 for further details). A newly appointed leading practitioner shall be appointed to the minimum of the chosen range.
- 4.3 The primary purpose of a leading practitioner post is for the modelling and leading improvement of teaching skills. In addition the leading practitioner will take a leading role in developing, implementing and evaluating policies and practice that will contribute to school improvement. Performance objectives will be set with the leading practitioner and performance reviewed against those objectives in accordance with the school's Appraisal policy.
- 4.4 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Governors' Pay Committee will consider recommendations from the head teacher 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 6 of this policy.

5. THE LEADERSHIP GROUP

5.1 Deputy and Assistant Head Teachers

- 5.1.1 The Governing Body, following consideration of the relevant criteria set out in the STPC Document, will determine the individual range for a newly appointed deputy head teacher or assistant head teacher's salary.
- 5.1.2 At the time of appointing a new deputy head teacher or assistant head teacher the selection panel of the Governing Body making the new appointment shall determine the salary point on the individual range to be paid. The point to which the teacher is appointed on the individual range shall not exceed the third point. The selection panel shall have regard to advice available from persons engaged by the Governing Body.

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 Governors' Pay Committee will consider recommendations from the head teacher that any deputy or assistant head teacher be paid up to two additional points subject to the maximum of the individual range. The Governing Body expects that the objectives which were set for a deputy or assistant head teacher under the appraisal policy will have become progressively more challenging as the teacher has gained experience in his/her current role.
- 5.2.2 Where it considers it has substantial difficulties in retaining the services of a current deputy or assistant head teacher the Governing Body may decide to change the salary range of a deputy or assistant head teacher in accordance with the STPC Document in order to retain his/her services. The deputy or assistant head teacher's range cannot encroach on the head teacher's ISR and the assistant head teacher's range must have a minimum at least one point below the minimum of the deputy head teacher range. The deputy or assistant head teacher's salary cannot be placed on the new range, except at the minimum point, until the September following the determination of a changed range.

6. ANNUAL ASSESSMENT OF THE SALARY OF TEACHERS

6.1 Annual assessments

- 6.1.1 The head teacher will carry out an annual assessment of salary for each teacher, including deputy and assistant head teachers, leading practitioners and unqualified teachers employed in the school. Each teacher will be informed in writing of the recommended salary for the September of the new academic year including any increased salary, having regard to the annual performance review conducted in accordance with the school's appraisal policy and this policy. The head teacher will inform each teacher of the proposed salary before making the recommendation to the Governors' Pay Committee. Any written comment from the teacher will be presented to the Governors' Pay Committee when the recommendation of the head teacher is presented.
- 6.1.2 When the Governors' Pay Committee has considered the recommendations from the head teacher for all teachers employed at the school and any comment from any individual teacher, its decision will be provided in writing, as soon as possible after the 31st October, to each teacher on the appropriate teacher salary assessment form. The salary assessment form will give information on each relevant aspect of the teacher's salary on which the Governing Body has discretion under this policy. All salary decisions will have been made by the end of November at the latest and will be backdated to the 1st of September.

7. DETERMINATION OF LEADERSHIP GROUP SALARIES

7.1 Group of the School; Individual School Range (ISR) and salary ranges for other members of the leadership group

- 7.1.1 For the purposes of determining the group of the school by which the ISR for the head teacher is identified, the Governing Body will re-calculate annually the appropriate unit total of the school.
- 7.1.2 The Governing Body will assign the school to the appropriate Head Teacher Group (HTG) whenever a new head teacher is to be appointed and on such occasions as the Governing Body sees fit. The head teacher may make representations to the Governors' Pay Committee to consider assigning the school to a new HTG. The school must be assigned to its appropriate group not more than three years after the school was last assigned to a head teacher group.
- 7.1.3 If the Governing Body sees fit to change the group of the school having re-calculated the unit total of the school in accordance with the STPC Document and the school is entitled to be in a HTG, the Governors will identify an ISR which will ensure that the minimum of the ISR is not below the minimum of the salary range for the HTG.
- 7.1.4 When a new head teacher is appointed, when the HTG is changed as in 7.1.3 above, or when a deputy or assistant head teacher range is set which equals or exceeds the minimum of the current ISR the Governing Body, in accordance with the STPC Document, will re-determine an ISR on which the head teacher's salary will be paid, according to the size and circumstances of the school. The ISR of the school shall be a range of 7 consecutive salary points within the HTG range for the school.
- 7.1.5 The selection committee, set up to appoint a new head teacher, shall determine the salary point on the ISR to be paid. A newly appointed head teacher may not be appointed at a point higher than the fourth point on the ISR. The selection panel shall have regard to advice available from persons engaged by the Governing Body.
- 7.1.6 In the event that the Governing Body agrees to the school's head teacher also being made the head teacher of another school on a permanent basis, the head teacher's salary will be determined in accordance with STPC Document 2013 (paragraph 11.2.4).
- 7.1.7 Where such a decision is made then the Governing Body 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 salary ranges for a deputy or assistant head teacher shall be determined with reference to the school's ISR and the highest paid classroom teacher as defined by the STPC Document.

7.2 Annual Review of head teacher's salary

- 7.2.1 At the beginning of each academic year, or at any such time as the Governing Body, in consultation with the head teacher may decide, the reviewer governors referred to in 2.8 will agree with the head teacher, or, in the absence of agreement, set performance objectives together with performance indicators/measures appropriate to each objective. The performance objectives will reflect priorities identified in the school improvement plan.
- 7.2.2 An external adviser appointed by the school will support the reviewer governors in carrying out the annual performance review of the head teacher. The performance review and review statement will be conducted in accordance with the school's Appraisal policy.
- 7.2.3 In the autumn term of each year, (or where determined differently by the Governing Body as referred to in 7.2.1 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Governors' Pay Committee will receive recommendations from the reviewer governors (having consulted the Chair of Governors, if s/he is not a reviewer governor) about the salary of the head teacher. The recommendation shall reflect the reviewer governors' views based on the outcomes of the annual performance review and the Chair of Governor's view of the head teacher's overall performance during the year. Any recommendation for movement up the ISR, on which the head teacher is currently paid, may be by up to two points in any one annual review. The head teacher will be advised of the proposed recommendation and may make a written response to the recommendation.
- 7.2.4 The recommendation for the head teacher will be made in a written statement to the Governors' Pay Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September. This will either be at the current point on the ISR or up to two points higher subject to the maximum of the ISR. The Governors' Pay Committee will consider the recommendation together with any written response from the head teacher to the recommendation and make its decision known to the head teacher in writing on the salary assessment form by 31st December at the latest, to be backdated to 1st September. The head teacher will not be entitled to attend the meeting of the Governors' Pay Committee.
- 7.2.5 If the head teacher wishes to seek a review of the decision of the Governors' Pay Committee regarding his/her pay, s/he may do so in accordance with the procedure set out in paragraph 2.3 of this policy. The head teacher will have right of appeal against the decision of the Governors' Pay Committee in accordance with the procedure set out in paragraph 2.4 of this policy.

7.3 Determination of Discretionary payments to head teachers (This paragraph applies to any decision made after 1st September 2011)

- 7.3.1 The Governing Body may decide to pay additional payments to the head teacher in accordance with the STPC Document 2013.
- 7.3.2 Where a decision is made to increase the head teacher's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 7.1 above, the total sum of all payments made to the head teacher referred to in 7.3.1 will not exceed 25 per cent of the previous salary being paid on the current point on the ISR.
- 7.3.3 In the event that it is considered there are wholly exceptional circumstances which make it necessary to exceed the provision set out in 7.3.2 above then the Governing Body will take external independent advice in accordance with the STPC Document 2013 before agreeing to such a decision.

7.4 Acting allowances for an acting head teacher, acting deputy head teacher, acting assistant head teacher or a teacher acting up in a TLR post

- 7.4.1 In the prolonged absence of the head teacher, a deputy head teacher, an assistant head teacher or a TLR post holder, the Governing Body may appoint a teacher to act up during the absence of the post holder. From the date that the Governing Body considers it necessary to make an acting appointment, the Governing Body will pay an allowance equal to the difference between the salary currently paid to the person appointed to act up and a

point considered appropriate by the Governing Body on the ISR for the head teacher or the range of salaries for the deputy or assistant head teacher or the level of TLR in question. The STPC conditions of employment for a head teacher, deputy or assistant head teacher will also apply to any person in receipt of such an acting allowance.

- 7.4.2 If, during any absence of the head teacher, deputy or assistant head teacher or a TLR post holder, the acting appointment is made and maintained for a period then the Governing Body will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 7.4.1 above. If no allowance is paid the Governing Body may reconsider the position at any time.

8. ADDITIONAL PAYMENTS FOR TEACHING STAFF

- 8.1 In the event that the head teacher, following consultation with the teacher(s) affected, or the Chair of Governors following consultation with the head teacher, decides to request teachers or the head teacher 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 may be made to teachers/head teacher agreeing to participate in such activities.
- 8.2 The daily rate payable to each individual teacher/head teacher undertaking such CPD or ITT activities and entitled to such a payment will be determined by the governing body. 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 teacher having responsibility for more than one school, as provided for in paragraph 7.1.7 of this policy, the salary Governors' Pay Committee of the governing body will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Governors' Pay Committee will be reported to the next meeting of the Governing Body.

9. UNQUALIFIED TEACHERS

- 9.1 The Governing Body may employ unqualified teachers/instructors in the school. Such unqualified teachers will be paid in accordance with paragraph 20.1 of the STPC Document 2013.
- 9.2 The point on the school's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 20.1 of the STPC Document, at which a new appointment will be paid, will be determined by the head teacher, in consultation with the Chair of Governors, and will take account of the qualifications and experience considered to be relevant to the post to which the person is appointed.
- 9.3 In addition to the appropriate point on the unqualified teachers' pay spine the head teacher, in consultation with the Chair of Governors, may award an additional annual allowance in accordance with paragraph 27.1 of the STPC Document 2013 to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility or who s/he believes has additional qualifications and/or experience to warrant such an award.

The head teacher will report any award of such an allowance to the appropriate committee of the Governing Body.

- 9.4 The same arrangements for salary progression for teachers will also apply to unqualified teachers.
- 9.5 The same safeguarding arrangements will apply to an unqualified teacher as to other teachers, i.e. if as a result of changes to the STPC Document, the school's pay policy or staffing structure of the school an unqualified teacher would be paid a lower salary his/her salary will be protected for a period up to 3 years from the date of the change subject to the provisions of the STPC Document.

10. SALARIES OF SUPPORT STAFF

- 10.1 On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be evaluated in accordance with an approved scheme. Advice will be sought from persons engaged by the Governing Body to advise on an approved evaluation process.
- 10.2 The head teacher, in consultation with the Chair of Governors, will determine the appropriate point on the evaluated range having regard to
- i) relevant qualifications and/or competencies
 - ii) recruitment/retention needs of the school in respect of the post
- The decision of the head teacher will be reported to the Governors' Pay Committee.
- 10.3 If at any time the head teacher, in consultation with the Chair of Governors, considers that a member of the support staff is being asked to undertake, or has undertaken, increased or decreased responsibilities on a permanent basis, s/he shall refer the job description of the post, with the new responsibilities, to be evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by the head teacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid. 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 school's policy. The new salary level will be reported to the Governors' Pay Committee at its next meeting.
- 10.4 At the time of making the annual assessment of the teachers' salaries the head teacher may also make any recommendation to the Governors' Pay Committee in respect of the salary of any member of the support staff. Where the head teacher considers it appropriate s/he may recommend to the Governors' Pay 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 appropriate committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 10.5 If any member of the support staff wishes to appeal against his/her salary level s/he may ask for a re-evaluation of the job description of the post to be undertaken. In the event that a member of the support staff decides to appeal against a decision of the Governors' Pay 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 Governing Body will support and encourage any salary sacrifice scheme as identified in the STPC Document and made available by the school (or the Local Authority *in the case of maintained schools*), from which teachers or support staff employed in the school benefit where there is no additional cost to the school budget.*

12. REVIEW OF THE POLICY

- 12.1 The Governing Body will review this policy annually or on any occasion when it is requested to do so by the head teacher.
- 12.2 The Governing Body will consult with the staff and the recognised trade unions at the time of the annual or any other review of the policy.

* *Governing 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 1 *(This procedure complies with the statutory guidance of the Secretary of State and has been amended to reflect best practice)*

PROCEDURE FOR A REVIEW OF A SALARY DETERMINATION OR A PERFORMANCE MANAGEMENT DECISION BY THE REVIEW COMMITTEE OF THE GOVERNING BODY

1. Case for the employee

The employee or representative:

- a) presents the employee's written application for the review.
- b) the members of the Governors' Pay Committee may ask questions of the employee.

2. The Chair of the Governors' Pay Committee:

- a) explains the process and evidence used to come to the decision under review with reference to the written statement of reasons for the decision of the Governors' Pay Committee previously provided to the employee.
- b) If the Governors' Pay Committee has asked the head teacher (or a governor as referred to in Note 3 below) to be present at the hearing the head teacher (or governor) may be asked questions by the members of the Governors' Pay 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 Governors' Pay Committee and the adviser (See Note 5 below), are then required to withdraw.

4. Governors' Pay Committee decision

- a) The Governors' Pay Committee and the person who is advising, if other than the head teacher 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 all persons involved in the earlier hearing.
- b) The chair of the Governors' Pay 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 Governors' Pay Committee and the employee will have the following documents:*
 - *the written statement of reasons for the decision of the Governors' Pay Committee 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 Governors' Pay Committee may ask the head teacher (or in accordance with note 3 below, a governor) to be present. In that event the head teacher (or governor) may also be asked questions by the members of the Governors' Pay Committee and by the employee or his/her representative. The head teacher (or governor) may not be involved in the decision of the Governors' Pay Committee.*
 3. *Where the head teacher has asked for the review the Governors' Pay Committee may ask the Chair of Governors or a representative of the governors referred to in 2.8.1 above to be present.*
 4. *The employee may be represented by a representative of his/her trade union or a workplace colleague.*
 5. *The Governors' Pay Committee may have an adviser present to advise on fact and the law.*
 6. *The review is not an appeal against the decision.*
 7. *Where a teacher is seeking a review against a determination of the Threshold Application or an appraisal decision of the head teacher, the same procedure will be used with the head teacher taking the role of the Governors' Pay Committee. The head teacher may have an adviser present to advise on the law, procedure and merits of the case, who may not be an employee of the school.*

ANNEX 2 (This procedure complies with the statutory guidance of the Secretary of State and has been amended to reflect best practice)

PROCEDURE FOR AN APPEAL AGAINST A SALARY OR APPRAISAL DETERMINATION AFFECTING PAY TO THE REVIEW APPEAL COMMITTEE OF THE GOVERNING BODY

The Appeal of the employee

The employee or representative,

- a) introduces the employee's written reasons for the appeal and the representative of the Governors' Pay Committee and then members of the 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 Governors' Pay Committee and then by the Review Appeal Committee

The response of the Governors' Pay Committee

The representative of the Governors' Pay 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 Governors' Pay 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 Governors' Pay 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 Governors' Pay 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 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 (See Note 4 below) 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 Governors' Pay 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 Governors' Pay Committee representative may call the head teacher (or in accordance with note 3 below, a governor) as a witness for the Governors' Pay Committee. In that event the head teacher (or governor) may be questioned as a witness.
 3. Where the head teacher has asked for the review the representative of the Governors' Pay 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 Appeal Committee may appoint an adviser to advise on the law, procedure, and merits of the case who may not be an employee of the school.
 5. The employee may be represented by a representative of his/her trade union or a workplace colleague.
 6. Where a teacher is appealing against a determination of the Threshold Application or an appraisal decision the same procedure will be used with the head teacher taking the role of the representative

of the Governors' Pay Committee. The head teacher may have an adviser present, as in Note 4 above, who may not be an employee of the school.

ANNEX 3

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 'Chesterton Application to be paid on the Upper Pay Range Form.' See Annex 7 for a copy of this form.

The application will be assessed by the head teacher 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 teacher 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 teacher'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 'Chesterton 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 4

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

The head teacher 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 Headteacher, in advance of the following September. The head teacher 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 available from £1000 to £5,000 per year, as follows: £1000; £1,500; £2,000; £2,500; £3,000; £3,500; £4,000; £4,500 and £5,000.

TLR 3s

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 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>
	<u>1.5</u>		<u>1.5</u>
	<u>2</u>		<u>2</u>
	<u>2.5</u>		<u>2.5</u>
	<u>3</u>		<u>3</u>
	<u>3.5</u>	<u>U2</u>	<u>3.5</u>
	<u>4</u>		<u>4</u>
	<u>4.5</u>		<u>4.5</u>
	<u>5</u>		<u>5</u>
	<u>5.5</u>		<u>5.5</u>
<u>Maximum point</u>	<u>6</u>	<u>U3</u>	<u>6</u>

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

At Chesterton 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.

From the beginning of the 2013-14 appraisal cycle on 1st of November 2013, 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 1.5 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. At Chesterton, 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 teacher 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 teacher.

At Chesterton, absolute measures of performance will be used. This means that all teachers eligible for progression (ie those not already at the top of their pay range) are eligible to progress, subject to annual assessment of their performance.

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

ANNEX 6

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*

Chesterton Community College

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

*Note to applicants: before completing this form, applicants should read Annex 3 of the School's Pay Policy. Please complete this application by the 15th of October and give a copy to the Headteacher's P.A. to pass to the Headteacher. 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 Headteacher in your area of **schoolcpdonline** and/or in a separate document that you attach to this application.*

Once you have submitted your application, the Headteacher, or your Senior Leadership Team appraiser, may meet you to discuss it, prior to the Headteacher 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 _____

Chesterton Community College

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

Note: before completing this form, the Headteacher must have read the applicant's application to be paid on the UPR form and considered the evidence presented to the candidate. The Headteacher 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 _____