



**West Norfolk  
Academies Trust**

# **PAY POLICY 2023**

**No amendments made to affect the application of the policy, no consultation required.**

**Next review date: September 2024**

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## 1. Introduction

1.1 This policy applies to all employees of the West Norfolk Academies Trust.

1.2 Definitions:

- **Headteacher** also means Chief Executive Officer, Executive Headteacher
- **Governors** also means Trustees
- **STPCD** refers to the current School Teachers' Pay and Conditions Document.
- **Trust** refers to the West Norfolk Academies Trust.
- **TLR** refers to a Teaching and Learning Responsibility, or its associated payment

### September 2023 Pay Award

1.3 The minimum and maximum of the pay ranges and allowances for the September 2023 pay award for teachers are set out in the STPCD 2023, along with advisory rates for the Pay Range.

1.4 Decisions about teachers' pay progression must be linked to the Trust's Appraisal and Capability Policy for all Employees, hereafter referred to as the 'Appraisal Policy', and are based on criteria set out in the Trust's Pay Policy 2023.

1.5 The Board of Trustees will operate the Pay Policy as the 'relevant body', as defined in the STPCD, and for the pay arrangements agreed for all support staff which will:

- Grade posts appropriately within the conditions of employment identified in the current STPCD and the conditions of service for support staff employed by the Trust.
- Take into account pay relativities between posts within the teachers and support staff of the Trust.
- 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 Trust's Appraisal Policy as soon as possible, by 31<sup>st</sup> October 2023 at the latest; 31<sup>st</sup> December 2023 for Headteachers and the Executive Headteacher.
- Where a pay determination leads or may lead to the start of a period of safeguarding the Trustees 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 STPCD is exercised in a fair and equitable manner.
- Give recognition to assigned Teaching and Learning Responsibilities (TLR), whether for a permanent post, an acting period, or a temporary project (TLR3).
- Comply with the salary safeguarding arrangements in the current STPCD.
- Ensure that an appropriate evaluation process is used to determine the salary range for members of support staff.

1.6 This policy statement will be available to the staff of the Trust.

## 2. Delegation of Decision Making

### Headteacher

- 2.1 The Trustees will delegate the day-to-day management of this policy to the Headteacher, except where stated otherwise. Where the Headteacher has used discretion, as allowed under certain provisions of the STPCD and the pay provisions for support staff, they will ensure the Trustees are informed
- 2.2 The Headteacher shall make annual recommendations on the salary of all employees to the Trustees. This will include sufficient information for the Trustees to assess their position with regard to the gender pay gap reporting requirements and public sector equality duty.
- 2.3 The Headteacher will have regard for the budget and the requirements of employment legislation, in particular the following, and shall seek advice as and when required:
  - 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
  - The Employment Act 2002
  - 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)
  - The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002

### An Appropriate Committee Structure

- 2.4 The Chair of Trustees will appoint two Trustees (hereafter referred to as the “Review Committee”) who will be responsible for making decisions arising out of this policy. Staff governors cannot be a member of this committee.
- 2.5 The Chair of the Trustees will also appoint a committee of Trustees (hereafter referred to as the “Review Appeal Committee”) to hear any appeals. The number of Trustees on the committee shall normally be three. These Trustees must be different Trustees to those that sit on the Review Committee and cannot be employed by the Trust.
- 2.6 The Clerk to the Trustees will be responsible for arranging meetings of the above Committees. 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 **Appendix A** and **B**.

## **Review of Recommendations to, or Decisions of, the Review Committee**

- 2.7** Prior to submitting a salary recommendation to the Review Committee, the Headteacher or Chair of the Appraisal Review Committee in the case of the Headteacher, see 2.21 will inform the employee of their recommendation along with confirmation as to when the Review Committee is meeting.
- 2.8** If a teacher is not satisfied with the pay recommendation, they will have the opportunity to discuss the recommendation informally with the appraiser or Headteacher or the Chair of the Appraisal Review Committee in the case of the Headteacher before the recommendation is passed to the Review Committee
- 2.9** If the employee does not agree with the recommendation, they are entitled to attend a meeting with the Review Committee. The employee must, however, provide a written statement in advance of this meeting. The statement 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, who failed to have proper regard to the STPCD statutory/contractual guidance
- 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 at least 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 statement should be submitted to the Clerk of Trustees who will provide a copy to the Review Committee and the Headteacher (or Chair of the Headteacher's Appraisal Review Committee, in the case of the Headteacher) prior to the meeting.

- 2.10** At the meeting the employee will have the opportunity to make representations, including presenting evidence, calling witnesses and the opportunity to ask questions.
- 2.11** The decision of the Review Committee will be provided to the employee in writing, along with details of how to appeal (see below)
- 2.12** The procedure to be followed for the review hearing is attached in **Appendix A**.

## Appeals against Salary or Appraisal Decisions

- 2.13** The employee may appeal against the decision of the Review Committee. Any appeal must be made in writing to the Clerk to the Trustees, within five working days of receipt of the Review Committee's decision. The appeal should outline the grounds for appeal, in line with 2.9 above.
- 2.14** The decision of the Review Appeal Committee shall be final. Once an appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the Trustees.
- 2.15** The procedure to be followed for the appeal is attached in **Appendix B** of this policy.

## Threshold Application

- 2.16** An application must be made by 31st October of the current year and submitted to the Headteacher or the Executive Headteacher in the case of Headteacher's, or the Chair of Trustees in the case of the Executive Headteacher.

A successful applicant will progress to a point\* on the upper pay range determined by the Headteacher, from 1st September 2023. Increases in pay will be effective from this date and will be backdated if required.

The policy may determine that successful applicants will progress to the minimum of the upper pay range or delegate discretion to the Headteacher to determine to which point on the upper pay range the successful applicant may progress. See **Appendix C**.

A successful applicant will have demonstrated through the appraisal process:

- that they are highly competent in all elements of the relevant standards; and
- that their achievements and contributions are substantial and sustained.
- See **Appendix C** for the Trust's definition of "highly competent" and "substantial and sustained"

- 2.17** The Headteacher shall inform the teacher of the recommendation they will be making to the Review Committee regarding the threshold application as soon as possible after the closing date has passed. The Headteacher shall provide verbal 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 2.7 to 2.14.
- 2.18** Upper Pay Range decisions will only apply to posts under the employment of the Trust.

## Statement of Salary

- 2.19** Salary assessment forms will be issued to confirm salary decisions reached.

## **The Chair of Trustees**

- 2.20** The Chair of Trustees will be available to the Headteacher for consultation should they be required. For this reason, the Chair of the Trustees may not be a member of the Review Committee or Review Appeal Committee.

## **The Appraisal Review Committee for the Headteacher's Performance Review**

- 2.21** The Chair of Trustees will delegate the Executive Headteacher, 2 Trustees and the Chair or Vice Chair of Governors (should the Chair not be available), none of whom shall be employees of the Trust, to carry out the appraisal review for the Headteacher, they will be supported by an external adviser appointed by the Trustees. The agreed performance objectives and indicators/measures will be referred for moderation to the Chair of the Trustees.

## **The Appraisal Review Committee for the Executive Headteacher's Review**

- 2.22** The Chair of Trustees will delegate 2 Trustees, none of whom shall be employees of the Trust, to carry out the appraisal review for the Executive Headteacher. The delegated Trustees will be supported by an external adviser appointed by the Trustees. The agreed performance objectives and indicators/measures will be referred for moderation to the Chair of the Trustees
- 2.23** It is the stated wish of the Chair of Trustees that the Trustees should be appropriately trained.

## **3. Exercise of Discretion under the STPCD**

### **Starting Salary of New Classroom Teacher Appointments**

- 3.1** When advertising a teaching post, the Trustees, or delegated committee, will identify the range of salaries that the Trustees are prepared to pay, subject to qualifications and experience. The Trustees will not normally agree to match current/previous salaries without first considering the merits of the application and the salary of teachers currently employed by the Trust.
- 3.2** Where the Headteacher or selection panel regards a teacher to have the 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
- 3.3** The Headteacher will confirm salary decisions, and the rationale behind them, to the appropriate committee of the Trustees.

### **Calculation of Part-Time Teachers' Salaries**

- 3.4** The Trustees will ensure that all part-time teachers employed by the Trust will have their salaries calculated in accordance with the STPCD and the "pro-rata principle", except where a part-time teacher is awarded a TLR3.
- 3.5** The Trustees will ensure that the total amount of time for which a part-time teacher may be directed is calculated in accordance with the STPCD and the "pro-rata principle".
- 3.6** All part-time teachers will be advised of how their salary and directed time are calculated.

## **Recruitment/Retention Incentives**

- 3.7** The Trust has a policy regarding any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPCD.
- 3.8** The policy adopted by the Trust will be made known to employees and set out as **Appendix D** in this policy.

## **Special Educational Needs**

- 3.9** The Trustees will award an allowance to any teacher who satisfies the requirement of the STPCD, paragraph 21.
- 3.10** 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.

## **Awards for Performance Progression to Teachers Paid on the Main Pay Range and the Upper Pay Range**

- 3.11** On or before 1st September of each year, or as soon as possible thereafter, the Headteacher will carry out an annual assessment of salary for each main and upper pay spine teacher.
- 3.12** The Review Committee will receive the pay recommendations from the Headteacher by 31st October of the current year/or other date as determined by the Trustees at the latest and will then make any decisions relating to salary increase or otherwise. Any awards will be backdated to 1st September of the current year. Please note comments under section 2.2.
- 3.13** Recommendations will be made on the basis of the teacher's performance during the previous year, measured against the performance review under the Trust's Appraisal Policy, with particular reference to the achievement of objectives identified in **Appendix E** and their individual performance management objectives set at their last review.
- 3.14** Recommendations for pay increases will be differentiated so that any increase is clearly attributable to the performance of each teacher.
- 3.15** A teacher on the main pay range whose performance meets the criteria set out in **Appendix 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. An Early Career Teacher who achieves the required standards during their induction will normally progress to the second point on the main pay range from the following September in accordance with paragraph 2.3.
- 3.16** Where a teacher has been absent through long term illness or on maternity leave (or other long-term leave) the Headteacher will ensure that a performance review has been conducted. If a review cannot be conducted until the teacher returns to school, the Headteacher will conduct a review following the teacher's return. If the recommendation is to pay the teacher on a higher salary in 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 Trustees 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 Trustees shall select an individual post range on the pay range designated for Leading Practitioners.
- 4.3** On or before 1st September of each year, or as soon as possible thereafter, the Headteacher will carry out an annual assessment of salary for any Leading Practitioners.
- 4.4** the Review Committee will receive the pay recommendations from the Headteacher by 31 October of the current year at the latest and will then make any decisions relating to salary increase or otherwise. Any awards will be backdated to 1st September of the current year.

The criteria on which such a recommendation will be based is set out in **Appendix F**.

## **5. The Leadership Group (See Appendix G)**

### **Deputy and Assistant Headteachers**

- 5.1** The Trustees, following consideration of the relevant criteria set out in the STPCD, will determine the pay range for a newly appointed Deputy Headteacher or Assistant Headteacher's salary. These should be determined with reference to the School's Headteacher Pay Range (see 6 below).
- 5.2** At the time of appointing a new Deputy Headteacher or Assistant Headteacher the selection panel of the Trustees shall determine the salary point on the pay range. The selection panel shall have regard to advice available from persons engaged by the Trustees.

### **Awards for Performance to Deputy and Assistant Headteachers**

- 5.3** On or before 1st September of each year, or as soon as possible thereafter, the Headteacher will carry out an annual assessment of salary for any Deputy or Assistant Headteachers.
- 5.4** The Review Committee will receive the pay recommendations from the Headteacher by 31 October of the current year at the latest and will then make any decisions relating to salary increase or otherwise. Any awards will be backdated to 1st September of the current year. The Trustees expect that the objectives for a Deputy or Assistant Headteacher will have become progressively challenging as the teacher has gained experience in the role.
- 5.5** Where there are substantial difficulties in retaining the services of a current Deputy Headteacher or Assistant Headteacher, the Trustees may decide to change the salary range in accordance with the STPCD. Only in exceptional circumstances may the Deputy Headteacher or Assistant Headteacher's range overlap the Headteacher's pay range.

## **6. Headteachers Determination of Leadership Group Salaries**

### **Group of the School; Headteacher Pay Range (HTPR) and Pay Ranges for Other Members of the Leadership Group**

- 6.1** On an annual basis, the Trustees will recalculate the group size of the school to ensure that the unit total of the school is still correct.
- 6.2** The Trustees will assign the school to the appropriate Headteacher Group (HTG) whenever a new Headteacher is to be appointed and on such occasions as the Trustees see fit. The Headteacher may make representations to the Review Committee to consider assigning the school to a new HTG.
- 6.3** If the Trustees change the group of the school having re-calculated the unit total, they will identify a new HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG.
- 6.4** The HTPR of the school shall be a range of consecutive salary points selected by the Trustees within the HTG range for the school.
- 6.5** The Recruitment Selection Committee, set up to appoint a new Headteacher, shall determine the salary point on the HTPR for the new Headteacher to be paid, ensuring that there is room for salary progression, subject to performance management. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Trustees.
- 6.6** If the Trustees agree to the Headteacher also being made the Headteacher of another School permanently, the Headteacher's salary will be determined in accordance with STPCD 2023 (paragraph 6.6).
- 6.7** Where such a decision is made then the Trustees will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the salary safeguarding provisions will not apply.

### **Annual review of Headteacher's Salary**

- 6.8** At the beginning of each academic year, or at any such time as the Trustees (in consultation with the Headteacher) may decide, the Appraisal Review Committee referred to in 2.21 will agree with the Headteacher 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 development plan.
- 6.9** An external adviser appointed by the Trustees will support the Appraisal Review Committee in carrying out the annual performance review of the Headteacher. The performance review and review statement will be conducted in accordance with The Trust's Appraisal Policy.
- 6.10** In the Autumn Term of each year, (or where determined differently by the Trustees, as referred to in 6.9 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Review Committee will receive a written recommendation from the Appraisal Review Committee (having consulted the Chair of Trustees, if they are not an Appraisal Review governor) regarding the salary of the Headteacher.

- 6.11** The recommendation will give reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September, including any additional payments as identified in the STPCD, paragraph 10. The recommendation shall reflect the Appraisal Review Committee views based on the outcomes of the annual performance review and the Chair of Trustees's view of the Headteacher's overall performance during the year. Any recommendation for progression within the HTPR will identify the recommended number of points proposed.
- 6.12** The Review Committee will consider the recommendation, together with any representations from the Headteacher, and inform the Headteacher in writing by providing a salary statement, by 31st December, to be backdated to 1st September.
- 6.13** The Headteacher will have right of appeal against the decision of the Review Committee in accordance with the procedure set out in paragraph 2.12 of this policy.

### **Determination of Discretionary Payments to the Headteacher**

- 6.14** The Trustees may decide to pay additional payments to the Headteacher in accordance with paragraph 10 of the STPCD
- 6.15** Where a decision is made to increase the Headteacher's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 6.15 above, the total sum of all payments made to the Headteacher will not exceed 25 per cent of the maximum of the HTG, except in wholly exceptional circumstances, which will be approved by the Trustees.
- 6.16** If it is considered necessary to exercise the provision set out in 6.16 above, the Trustees will take external independent advice in accordance with paragraph 9.3 of the STPCD before agreeing to such a decision.

### **Acting up Allowances**

- 6.17** If, during any absence of the Headteacher, Deputy Headteacher, Assistant Headteacher or a TLR post holder, the acting appointment is made and maintained for a period then the Trustees will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 6.19 below. If no allowance is paid the Trustees may reconsider the position at any time.
- 6.18** In the prolonged absence of the Headteacher, Deputy Headteacher, Assistant Headteacher or a TLR post holder, the Trustees may appoint a teacher to act up during the absence of the post holder. From the date that the Trustees consider it necessary to make an acting appointment, an allowance will be paid equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Trustees. The relevant conditions of service detailed within the STPCD will apply to any person in receipt of such an acting allowance.

## **7. Unqualified Teachers**

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

## **8. Salaries of Support Staff**

- 8.1** On appointing a member of support staff, the job description determined for the post will be evaluated in accordance with the adopted job evaluation scheme or via benchmarking internally and externally. Advice on appropriate evaluation processes will be sought from persons engaged by the Trustees. Support Staff pay scales are set out in **Annex J**
- 8.2** The Headteacher, in consultation with the Chair of the Trustees, will determine the appropriate point on the evaluated range having regard to:
  - Relevant qualifications and/or competencies; and
  - Recruitment/retention needs of the school in respect of the post.

### **The decision of the Headteacher will be reported to the Review Committee**

- 8.3** If at any time the Headteacher, in consultation with the Chair of the Trustees, considers that a member of the support staff is being asked to undertake increased or decreased responsibilities permanently, 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. If the evaluation provides for a lower salary, the employee will be entitled to salary safeguarding for a period in accordance with the Trust's Reorganisation and Redundancy Policy and Procedure. The new salary level will be reported to the Review Committee at its next meeting.
- 8.4** If any member of support staff wishes to appeal against their salary level they may ask for a re-evaluation of their job description. If a member of the support staff decides to appeal against a decision of the Review Committee, then they shall enter a formal written statement of appeal. The appeal shall be heard by the Review Appeal Committee referred to in paragraph 2.5 above.

## **9. Apprentices**

**9.1** Apprentices will not be paid in line with **Appendix E** or **J**, rather the rates of pay will be determined with reference to the Government's statutory minimum rates for apprentices that take into account the apprentices age and the year of their apprenticeship.

## **10. Salary Sacrifice Scheme**

**10.1** The Trust will support and encourage any salary sacrifice scheme as identified in the STPCD and made available by the Trust, from which teachers or support staff employed in the Trust benefit where there is no additional cost to the Trust's budget.

## **11. Review of the Policy**

**11.1** The Trustees will review this policy annually, or on any occasion when it is requested to do so by the Headteacher.

**12.2** The Trustees will consult with employees and the recognised trade unions at the time of the annual or any other review of the policy, where changes are made that affect the application of the policy.

**11.3** However, where amendments to the policy are made that do not affect the application of the policy, these changes will not be consulted on. The revised document will be circulated to staff.

## **Appendix A**

### **Procedure for a Review of a Salary Determination of the Review Committee of the Trustees**

This procedure complies with the guidance of the Secretary of State 'Implementing your schools' approach to pay'

#### **1. The Case for the Employee**

The employee is entitled to be accompanied by a representative of their 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 Headteacher (or a governor as referred to in note 3 below) to be present at the hearing the Headteacher (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 their case if they so wish.
- 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 Headteacher 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 of the review from the employee. (The grounds for the appeal must comply with paragraph 2.9 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 review.
2. For the purposes of the review, the Review Committee may ask the Headteacher (or in accordance with note 3 below a Trustee) to be present. In that event, the Headteacher (or Trustee) may also be asked questions by the members of the Review Committee and by the employee or their representative. The Headteacher (or Trustee) may **not** be involved in the decision of the Review Committee.
3. Where the Headteacher has asked for the review, the Review Committee may ask the Chair of Trustees referred to in paragraph 2.20 above to be present.
4. The Review Committee may have an adviser present.
5. The review is **not** an appeal against the recommendation/decision.

## **Appendix B**

### **Procedure for an Appeal against a Salary Decision of the Review Committee to the Review Appeal Committee of Trustees**

This procedure complies with the guidance of the Secretary of State 'Implementing your school's approach to pay'.

#### **1. The Appeal of the Employee**

The employee is entitled to be accompanied by a representative of their 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 they wish 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 their 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 they so wish.
- b) The employee, or representative, has the opportunity to sum up their case, if they so wish.
- 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 2.9 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 Headteacher (or in accordance with note 3 below, a governor) as a witness for the Review Appeal Committee. In that event, the Headteacher, (or governor) may be questioned as a witness.
3. Where the Headteacher has asked for the appeal the representative of the Review Committee may call the Chair of Trustees and/or one of the Trustees referred to in paragraph 2.20 of the policy above as a witness.
4. The Review Appeal Committee may appoint an adviser who may not be an employee of The Trust.

## Appendix C

### Access to the Teacher's Upper Pay Range

Any qualified teacher who has been employed at the top of the main pay range for a minimum of 12 months may apply to the Headteacher to be paid on the Upper Pay range. An application may only be made once in an Academic year and must be made before October 31st in writing to the Headteacher.

A successful applicant will have demonstrated:

- That as a teacher they are highly competent in all elements of the relevant standards; and
- That their achievements and contributions to the school are substantial and sustained.

For the purpose of this pay policy:

- Highly competent means performance which is not only good but is good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school in order to help them meet the relevant standards and develop their teaching practice.
- Substantial means of real importance, validity and value to the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning and achievement.
- Sustained means maintained continuously over a period of the previous two years.

The application shall be in the form of the annual appraisal document and two previous appraisal reports which meet the criteria with supplementary evidence to be considered which reflects the applicant's achievements over a two-year period.

All applications will be assessed robustly, transparently and equitably by the Executive Headteacher assisted by the Headteacher, Deputy Headteacher, Assistant Headteacher and Head of School as appropriate. A decision will be made and communicated in writing within 15 working days.

Where application is unsuccessful, the written notification will indicate the areas where the judgement is that the teacher's application does not satisfy the assessment criteria.

A successful applicant will progress to the minimum point of the Upper Pay range, where it is expected that the level of performance assessed will be at least sustained. Further progression on the Upper Pay range will be dependent on additional evidence that the application has developed further and taken on further responsibilities across the school. Employees who are uncertain as to whether their performance will meet the criteria to access the Teacher's Upper Pay Range should seek clarity from their Headteacher at the earliest opportunity. This clarification will include advice and guidance as to the performance measures required to be evidenced throughout the academic year.

## **Appendix D**

### **Teachers: Recruitment and Retention Allowances or Benefits**

Recruitment and retention allowances will be considered as a method of attracting or retaining outstanding teachers and support staff where the Trust would be adversely affected by not recruiting or retaining them. Recruitment and retention allowances will be pensionable payments. On expiry of a recruitment allowance it may be replaced by a retention allowance. Decisions on recruitment allowances or retention allowances will be made by the Headteacher following consultation with the Chair of Trustees.

Prior to consultation, the Headteacher will set out:

- The reasons why the post should attract a recruitment or retention allowance with reference to other allowances awarded and any available recruitment or retention information
- The start and end dates of the allowance and any review periods.
- The amount of the allowance and its percentage of substantive salary which will not exceed 10%

The decision to award a recruitment allowance will be communicated to the employee in writing stating the start date and end date, the amount and whether it is recruitment or a retention allowance. The decision to award a recruitment allowance will be reported to the Trustees at the next meeting.

Relocation costs may be supported by the Trust depending on the need to recruit and the need of the new employee. Relocation packages will be decided on case-by-case basis. Receipts must be provided in order for relocation costs to be reimbursed. The Trust will recover 100% of any relocation payment in the event of the employee leaving the Trust's employment within the first year of service. In the event of the employee leaving the Trust's employment during the second year of service, we will recover 50% of any relocation payments made.

## Appendix E

### The Salary Points and Progression on the Main, Upper and Unqualified Teacher Pay Ranges

The Main Pay Range, Upper Pay Range and Unqualified Teacher Pay Range salary points for 2023 are set out below.

	<b>Main</b>	<b>Upper</b>	<b>Unqualified</b>
1	30,000	43,266	20,598
2	31,737	44,870	22,961
3	33,814	46,525	25,323
4	36,051		27,406
5	38,330		29,772
6	41,333		32,134

Teachers on the Main, Upper and Unqualified Teacher Pay Ranges will have their salary reviewed annually in accordance with paragraph 3.13 above against the aims of the School/Trust and in accordance with the criteria that a teacher needs to meet to achieve salary progression. Any recommendations for progression to a higher salary made by the Headteacher shall be in respect of the teacher's performance during the previous year, measured against the performance review under the Trust's Appraisal Policy and the teacher's individual performance management objectives set at their last review.

The Trust will determine the pay progression for teachers on the basis of the outcome of the appraisal review process. Appraisal measurements will be based on The Teachers' Standards (England, July 2011), (see **Appendix I**).

Successful and Exceptional performance will be awarded.

Successful performance will be judged against the criteria set by The Teacher Standards (**Appendix I**), using absolute and relative performance measures, and will take into consideration, but not necessarily be limited to, the following key measures of performance:

- Evidence of satisfactory student progress, compared to and in line with, national student progress levels.
- Evidence of satisfactory student improvement rate, compared to and in line with, national student improvement rates.

Exceptional performance will be judged against the criteria set by The Teacher Standards, using absolute and relative performance measures, and will take into consideration, but not necessarily be limited to, the following key measures of performance:

- Evidence of exceptional student progress, compared to and significantly above, national student progress levels.
- Evidence of exceptional student improvement rate, compared to and significantly above, national student improvement rates.

The Headteachers, shall make annual recommendations on the salary of all staff to the appropriate committee of Trustees as detailed in 3.14. Successful performance will be rewarded by an increase of one pay band. Exceptional performance may allow the teacher to progress up the pay scale by more than pay band.

Information regarding access to the Teacher's Upper Pay Range is available in **Appendix C**.

The Trust will budget for all teaching staff to progress, so that there is no financial barrier to pay progression for any member of teaching staff.

## Appendix F

### Teachers: The Appointment of Leading Practitioners

The Trust may decide to appoint Leading Practitioners as indicated in paragraph 4 above and in accordance with the provisions of paragraph 16 of the STPCD. If the Trust decide to appoint Leading Practitioners then these posts will be advertised in accordance with the Trust's Recruitment and Selection Policy. Leading Practitioners will be line managed by the relevant Headteacher, or, in the case of posts involving work across the Trust's schools, by the Trust's Deputy CEO.

Specific job requirements will include:

- A leadership role in developing, implementing and evaluating policies and practices in the school and contribute to school improvement.
- The improvement of teaching within the Trust which impacts significantly on pupil progress
- Improving the effectiveness of staff and colleagues through coaching and mentoring. Up to 20% of the Leading practitioners time will be spent on this aspect of their role (including supporting other schools. Any costs associated with the provision of this service will be invoiced and be retained by the school).

Criteria for progression on the Leading Practitioner scale will be based on evidence that the Leading Practitioner:

- Has made good progress towards their performance management objectives
- Is an exemplar of teaching skills, which must impact significantly on pupil progress within the Trust and within the wider school community, if relevant.
- Has made substantial impact on the effectiveness of staff colleagues including any specific elements of practice that have been highlighted as in need of improvement
- Is highly competent in all elements of the teacher's standards
- Has shown strong leadership in developing, implementing and evaluating policies and practices in the work place which contribute to school improvement.

### The Salary Points and Progression on the Leading Practitioner Pay Range

Paragraph 5 of this policy provides further information regarding salary decisions when appointing Lead Practitioners. the Trust will make decisions on this pay range in accordance with the STPCD's Leading Practitioners Pay Range. The STPCD Pay Range for England and Wales (excluding the London Area) is set out below:

Pay Range	£
Minimum	47,417
Maximum	72,085

## Appendix G

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

The Leadership Pay Range salary points for 2023 are set out below.

Pay Scale	£		Pay Scale	£
L1	47,815		L23	81,070
L2	48,366		L24	83,081
L3	49,574		L25	85,146
L4	50,807		L26	87,253
L5	52,074		L27	89,414
L6	53,380		L28	91,633
L7	54,816		L29	93,902
L8	56,082		L30	96,239
L9	58,842		L31	98,616
L10	58,959		L32	101,067
L11	60,488		L33	103,578
L12	61,882		L34	106,138
L13	63,430		L35	108,776
L14	65,010		L36	111,470
L15	66,628		L37	114,240
L16	68,400		L38	117,067
L17	69,970		L39	119,921
L18	71,729		L40	122,912
L19	73,509		L41	125,983
L20	75,331		L42	129,140
L21	77,195		L43	131,056
L22	79,112			

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

Changes to the determination of leadership group pay under the STPCD 2023 (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 Trust may choose to review the pay of all of its leadership posts under these arrangements, if it determines 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 STPCD 2023, 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.

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



## Appendix H

### Teaching and Learning Responsibility Payments (TLRS)

The criteria for the award of TLR1 and TLR2 payments are as follows: -

Before awarding any TLR1 and TLR2 payments, the Trust must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that it:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgement;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a TLR1 payment, the Trust must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Teachers will not be required to undertake permanent additional responsibilities without payment of an appropriate permanent TLR1 or TLR2 payment.

The following TLR values apply to TLRs awarded in 2023/24:

TLR	£
1a	15,119
1b	11,127
1b2	9,272
2a	7,847
2b	5,354
2c	3,213

Where the Trust wishes to make TLR3 payments, the proposed responsibilities, level of payment (within the published range in the STPCD) and the duration of payment will be set out clearly. The Trust will ensure that the use of TLR3 applies only to clearly time-limited school improvement projects, or one-off externally driven responsibilities and where there is a genuine development or operational need. TLR3 payments will not be used to replace, or otherwise limit, teachers' pay progression on the Main, Upper or Leading Practitioner Pay Ranges.

# Appendix I

## Teacher Standards

### Introduction

The Teachers' Standards (England, July 2011) are presented in this document as they underpin the appraisal process and the assessment process for accessing the upper pay range.

### Teachers' Standards (England)

#### Preamble

Teachers make the education of their pupils their first concern, and are accountable for achieving the highest possible standards in work and conduct. Teachers act with honesty and integrity; have strong subject knowledge, keep their knowledge and skills as teachers up-to-date and are self-critical; forge positive professional relationships; and work with parents in the best interests of their pupils.

### Part One: Teaching

A teacher must:

#### 1. Set high expectations which inspire, motivate and challenge pupils

- establish a safe and stimulating environment for pupils, rooted in mutual respect;
- set goals that stretch and challenge pupils of all backgrounds, abilities and dispositions;
- demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils.

#### 2. Promote good progress and outcomes by pupils

- be accountable for pupils' attainment, progress and outcomes;
- be aware of pupils' capabilities and their prior knowledge, and plan teaching to build on these;
- guide pupils to reflect on the progress they have made and their emerging needs;
- demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching;
- encourage pupils to take a responsible and conscientious attitude to their own work and study.

#### 3. Demonstrate good subject and curriculum knowledge

- have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain pupils' interest in the subject, and address misunderstandings;
- demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship;
- demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulacy and the correct use of standard English, whatever the teacher's specialist subject;
- if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics;
- if teaching early mathematics, demonstrate a clear understanding of appropriate teaching strategies.

#### **4. Plan and teach well-structured lessons**

- impart knowledge and develop understanding through effective use of lesson time;
- promote a love of learning and children's intellectual curiosity;
- set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired;
- reflect systematically on the effectiveness of lessons and approaches to teaching;
- contribute to the design and provision of an engaging curriculum within the relevant subject area(s).

#### **5. Adapt teaching to respond to the strengths and needs of all pupils**

- know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively;
- have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these;
- demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support pupils' education at different stages of development;
- have a clear understanding of the needs of all pupils, including those with special educational needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.

#### **6. Make accurate and productive use of assessment**

- know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements;
- make use of formative and summative assessment to secure pupils' progress;
- use relevant data to monitor progress, set targets, and plan subsequent lessons;
- give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback.

#### **7. Manage behaviour effectively to ensure a good and safe learning environment**

- have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in classrooms and around the school, in accordance with the school's behaviour policy;
- have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly;
- manage classes effectively, using approaches that are appropriate to pupils' needs in order to involve and motivate them;
- maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary.

## 8. Fulfil wider professional responsibilities

- make a positive contribution to the wider life and ethos of the school;
- develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support;
- deploy support staff effectively;
- take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues;
- communicate effectively with parents with regard to pupils' achievements and well-being.

## Part Two: Personal and Professional Conduct

A teacher is expected to demonstrate consistently high standards of personal and professional conduct. The following statements define the behaviour and attitudes that set the required standard for conduct throughout a teacher's career.

- Teachers uphold public trust in the profession and maintain high standards of ethics and behaviour, within and outside school, by:
  - treating pupils with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries appropriate to a teacher's professional position;
  - having regard for the need to safeguard pupils' well-being, in accordance with statutory provisions;
  - showing tolerance of and respect for the rights of others;
  - not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs;
  - ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law.
- Teachers must have proper and professional regard for the ethos, policies and practices of the school in which they teach, and maintain high standards in their own attendance and punctuality.
- Teachers must have an understanding of, and always act within, the statutory frameworks, which set out their professional duties and responsibilities.

Above information extracted from DfE (2011), Teachers' Standards, [pdf], available at

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/665522/Teachers\\_standard\\_information.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/665522/Teachers_standard_information.pdf) (accessed 25/09/2023)

## Appendix J

### Support Staff Pay Scales 2022

Scale	Point	Annual	Hourly		Scale	Point	Annual	Hourly
A	2	20,441	10.60		G	18	27,344	14.17
B	3	20,812	10.79			19	27,852	14.44
C	4	21,189	10.98			20	28,371	14.71
D	5	21,575	11.18			21	28,900	14.98
	6	21,968	11.39			22	29,439	15.26
E	7	22,369	11.59		H	23	30,151	15.63
	8	22,777	11.81			24	31,099	16.12
	9	23,194	12.02			25	32,020	16.60
	10	23,620	12.24		I	26	32,909	17.06
	11	24,054	12.47			27	33,820	17.53
F	12	24,496	12.70			28	34,723	18.00
	13	24,948	12.93		J	29	35,411	18.35
	14	25,409	13.17			30	36,298	18.81
	15	25,878	13.41			31	37,261	19.31
	16	Not Used						
	17	26,845						