

Every Child Matters Academy Trust Pay Policy

This policy must be read in conjunction with the Trust's policy on appraisal and capability. All STPCD references are from the STPCD 2017.

This policy has been created by the Trust in consultation with Local Governing Bodies (LGB) and applies to all academies within the Trust.

LGB's have autonomy in following this policy other than:

- In the recruitment and retention of an Headteacher (Section 22 refers) when the Board of Trustees will take an active role in partnership with the LGB.
- Those academies giving cause for concern (those rated as Requires Improvement or Special Measures by OfSTED and those whose performance, both academically and financially, is showing a deteriorating trend). In such cases, the CEO and / or the Board of trustees will be responsible for applying this policy.

1 STATEMENT OF INTENT

The prime statutory duty of governing bodies in England, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." The pay policy is intended to support that statutory duty.

The Trust will act with integrity, confidentiality, objectivity and honesty in the best interests of the academy; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

This policy applies to all staff. Where different arrangements apply to different groups of staff by virtue of their terms and conditions of employment, this is stated.

2 EQUALITIES LEGISLATION

The Trust will comply with relevant equalities legislation, including the following legislations, as amended:

Employment Relations Act 1999

Equality Act 2010

Employment Rights Act 1996

The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000

The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002

The Agency Workers Regulations 2010

The Trust will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

3 EQUALITIES AND PERFORMANCE RELATED PAY

The Trust will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g. an absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual teacher's circumstances and the school's circumstances.

4 JOB DESCRIPTIONS

The Head Teacher will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the LGB, in consultation with the Trust. Job

descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed on an annual basis as part of the appraisal process.

5 ACCESS TO RECORDS

The Head Teacher will ensure reasonable access for individual members of staff to their own employment records.

6 APPRAISAL

The Trust will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Assessment will be based on evidence from a range of sources (see the school's appraisal policy).

Although the academy will establish a firm evidence base in relation to the performance of all employees, there is a responsibility on individual teachers and appraisers to work together. Employees should also gather any evidence that they deem is appropriate in relation to meeting their objectives and any other criteria (eg, the Teachers' Standards and application to be paid on Upper Pay Range) so that such evidence can be taken into account at the review.

The Head Teacher will moderate objectives to ensure consistency and fairness; the Head Teacher will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness.

7 TRUST / LGB OBLIGATIONS

The Trust will fulfil its obligations to:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (the Document), the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book') and the 2012 Appraisal Regulations.
- **Support staff:** as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) arrangements as they apply to schools.

The LGB will need to consider any updated pay policy and assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that their pay decisions can be objectively justified.

The LGB will ensure that it makes funds available to support pay decisions, in accordance with this pay policy (see 'Procedures').

The LGB will monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates, ensuring the school's continued compliance with equalities legislation.

8 HEAD TEACHER OBLIGATIONS

The Head Teacher will:

- develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- submit pay recommendations to the LGB and ensure the LGB has sufficient information upon which to make pay decisions;

- ensure that all employees are informed about decisions reached; and that records are kept of recommendations and decisions made.

9 EMPLOYEE OBLIGATIONS

Employees will:

- engage with appraisal; this includes working with their appraiser to ensure that there is a secure evidence base in order for an annual pay determination to be made;
- keep records of their objectives and review them throughout the appraisal process;
- share any evidence they consider relevant with their appraiser;
- ensure they have an annual review of their performance.

10 DIFFERENTIALS

The need to create or maintain appropriate differentials between posts within the school will be considered, recognising: accountability and job weight; the Trust/LGB's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

11 DISCRETIONARY PAY AWARDS

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

12 PAY SAFEGUARDING

Where a pay determination leads or may lead to the start of a period of safeguarding, the Trust will comply with the relevant provisions of the Document or support staff terms and conditions and will give the required notification as soon as possible and no later than one month after the determination.

13 PROCEDURES

The LGB will determine the annual pay budget on the recommendation of the pay committee. It will also allocate sufficient funds to allow for exceptional performance to be recognised and for those teachers to make more rapid progress up the pay range.

The LGB has delegated its pay powers to the pay committee. Any person employed to work at the school, other than the head, must withdraw from a meeting at which the pay or appraisal of any other employee of the school, is under consideration. The head must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the LGB who is employed to work in the school shall be eligible for membership of the pay committee.

The pay committee will be attended by the head in an advisory capacity. Where the pay committee has invited an external adviser to attend and offer advice on the determination of the head's pay, that person will withdraw at the same time as the head while the committee reaches its decision. Any member of the committee required to withdraw will do so.

The terms of reference for the pay committee will be determined from time to time by the LGB, in consultation with the Trust. The current terms of reference are:

- to achieve the aims of the whole Trust pay policy in a fair and equal manner;
- to apply the criteria set by the whole Trust's pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full LGB;

- to recommend to the LGB the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
- to work with the head in ensuring that the LGB complies with the Trust's Appraisal policy.

The report of the pay committee will be placed in the confidential section of the LGB's agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy.

14 Annual determination of pay

All staff salaries, including those of the head and others on the leadership scale will be reviewed annually to take effect from 1 September for all teaching staff or 1 April for support staff. The LGB will endeavour to complete teachers' annual pay reviews by 31 October and the Head Teacher's annual pay review by 31 December. They will, however, complete the process without undue delay.

15 ABSENCE AND/OR PARTIAL ACHIEVEMENT OF OBJECTIVES

Where a member of staff has been absent for some or all of the appraisal cycle, for example, as a result of long-term sickness absence or maternity leave, the assessment in relation to pay progression will be based on performance during any period of attendance and/or prior performance. In exceptional circumstances, for example where objectives have not been fully met due to factors entirely outside the control of the reviewee, the reviewer may apply discretion in recommending pay progression where good progress towards objectives has been made. For teachers, such discretion will only be applied where competency in all elements of the Teachers' Standards and 'good' teaching, as described below, has been demonstrated. For support staff, the standard of work must be of a high level.

16 NOTIFICATION OF PAY DETERMINATION

Decisions will be communicated to each member of staff by the head in writing and, for teachers, in accordance with paragraph 3.4 of the Document and will set out the reasons why decisions have been taken. Decisions on the pay of the head will be communicated by the pay committee, in writing, in accordance with paragraph 3.4 of the Document. In accordance with the Document, pay statements given to teachers, as part of the regular review process or when other pay decisions are taken, will state all remuneration, including any allowances, any payments or other financial benefits for recruitment and retention purposes, any safeguarded sums and any fixed term arrangements, as well as where a copy of the Trust's pay policy and the school's staffing structure can be inspected.

An instruction to amend pay from the relevant date will be issued promptly and no later than immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

17 PART-TIME EMPLOYEES

The head and LGB will use their best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator. For teaching staff, they will apply the provisions of the Document in relation to part time teachers' pay and working time.

18 SALARY SACRIFICE ARRANGEMENTS

The Trust operates salary sacrifice arrangements in relation to Childcare Vouchers or Cycle to Work. Staff choosing to participate in such schemes will have their gross pay reduced according to the terms of the scheme for the duration of their participation.

19 APPEALS PROCEDURE

The Trust has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b) of the Document. The pay appeals procedure applies equally to support staff and is set out as an appendix to this pay policy.

The following sections of the policy cover further pay arrangements as they apply to support staff, leadership staff and teaching staff

20 SUPPORT STAFF PAY

Salary on appointment

20.1 The pay committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The pay committee will determine the pay grade of support staff on appointment in accordance with the scale of grades currently matching those of the Local Authority (where relevant), which the pay committee consider appropriate for the post. In reaching its determination, the pay committee will consider the advice of the Local Authority, where relevant, but will not consider itself bound by that advice.

20.2 The LGB, in consultation with the Trust, will determine the pay range to be advertised, taking account of the full responsibilities of the post and, where relevant, the Local Authority's guidance on Single Status benchmark job descriptions.

20.3 Appointment in each case will normally be within the lower part of the grade, unless the post is specifically designated as appropriately placed in the higher part. Salary on appointment will normally be to the lowest point of that grade. Where the academy is satisfied that it is necessary to pay a higher starting salary in order to attract the best candidate, the appointment may be made at any point up to and including the point below 'the bar' (midpoint of the grade).

Serving support staff

20.4 In any year in which the LGB agrees to award incremental progression to support staff, progression within the relevant part of the grade will be by a single increment, which is dependent on successful performance in post, as assessed through the appraisal process. Further information is contained in the Trust's Appraisal Policy.

20.5 Where performance has been assessed as exceptional, the LGB may apply its discretion and award enhanced progression of an additional point, where there is scope for this within the relevant part of the pay grade.

20.6 To ensure that an employee who is new in post is able to benefit from, where available, incremental progression when performance supports this, the academy will ensure forward objectives are set as soon as possible set upon completion of any probationary period and that an appraisal review is completed within four to six months of this.

Provided that this is done, an increment will be paid from the first day of eleventh month after the employee's start date. This is referred to elsewhere as the "eleven month rule". After that, the employee will fit into the normal appraisal review cycle.

20.7 The eleven month rule will be applied to pay progression following promotion or the re-grading of an employee's post.

Acting-up Payments and Honoraria

20.8 The LGB may determine to make acting-up payment or an honorarium.

20.9 An acting-up payment may be appropriate where an employee takes on the full duties of a more senior post for a substantial period (usually four weeks or more) in the absence of the post-holder or where there is a vacancy pending recruitment to a vacant post. Where an acting-up payment is agreed, the employee will receive a salary which is not less than the minimum point of the salary for the "acting-up" post, and at least one incremental point higher than their substantive salary.

20.10 An honorarium may be appropriate where an employee takes on additional duties of a higher paid post for a temporary period (for whatever reason), but not the full duties. Where

an honorarium payment is agreed, the academy will estimate the proportion of the duties at the higher level which the employee has undertaken, the period over which the duties have been undertaken and calculate a payment. Honoraria will normally be paid as a lump sum retrospectively.

PAY ARRANGEMENTS SPECIFIC TO TEACHING STAFF

Pay decisions relating to performance in the 2016-17 academic year will be made in accordance with the Trust's pay and appraisal policies for 2016-17. For appointments and pay decisions relating to performance in subsequent years, the following arrangements will apply.

21 LEADERSHIP PAY

21.1 Changes to the determination of leadership group pay under this Document should only be applied to individuals appointed to a leadership post on or after 1st September 2017, or whose responsibilities have significantly changed after that date, other than as set out in 21.2. Where a teacher is appointed to a leadership post before the 1st September 2017 but does not take up the post before that date, their pay should be determined under the 2016 Document.

21.3 In any determination or redetermination of leadership pay, the pay range for the Head Teacher will start no lower than the minimum of the relevant Head Teacher Group and the pay range for any Deputy or Assistant Headteacher will start no lower than the minimum of the Leadership Scale.

21.4 Other leadership posts will need to meet the basic criterion of "leadership responsibilities across the whole school" to be paid on the leadership pay ranges.

21.5 The LGB may seek independent advice and/or benchmarking data, as appropriate, when determining leadership pay.

21.5 The LGB will record the rationale for leadership pay determinations and the reasons for any redetermination of pay.

21.7 The LGB may choose to review the pay of all its leadership posts under the arrangements within the Document if it determines that this is required to maintain consistency with pay arrangements for new appointments to the leadership team made on or after 1 September 2015 or with pay arrangements for a member or members of the leadership group whose responsibilities significantly change on or after that date.

22 HEAD TEACHER PAY

NB. In respect of the Executive Headteacher, responsibility for the following sections (22.1 to 22.13) will be that of the CEO, Chair of the Board of Trustees and an external consultant.

Pay on appointment

22.1 The LGB, in consultation and agreement with the Trust, will assign the academy to a Headteacher Group as set out in the document by reference to the school's total unit score, calculated in accordance to the Document before determining the Head Teacher's pay range for the post.

22.2 When determining the Head Teacher Pay Range, the LGB, in consultation and agreement with the Trust, will take into account:

- all the permanent responsibilities of the role, including any permanent responsibility as the headteacher of more than one academy;
- any challenges that are specific to the role;
- all the other relevant considerations, for example, any recruitment and retention difficulties, the requirements for a fixed-term appointment or candidate specifications, including how well the appointee meets the requirements of the post and how much room is appropriate for progression for the individual.

22.3 The LGB, in consultation and agreement with the Trust, may also determine to use its discretion to set the leadership pay range up to 25% above the Headteacher Group. In

exceptional circumstances that are supported by a robust business case, the Trust may agree to award above the 25% limit e.g. for retention and recruitment purposes.

22.4 When determining the Head Teacher Pay Range to advertise, the LGB, in consultation and agreement with the Trust, will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the LGB and the Trust considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack.

22.5 The Trust has determined the following pay points within the relevant Head Teacher Group as pay points for its headteachers, subject to pay award implementation in September 2017 (see appendix for discretionary reference points):

Serving Head Teachers

22.6 A committee made up of the Chair (or other representative) of LGB, Executive Head (where applicable), and an external consultant, will review the Head Teacher's pay in accordance with the Document, the Trust's appraisal policy and this policy. It will award one point progression where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The committee may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one point progression.

22.7 All pay decisions (i.e. no movement, one point or two points) will be clearly attributable to the performance of the Head Teacher. The committee will be able to justify its decision.

22.8 The LGB, in consultation and agreement with the Trust, may re-determine the serving head's pay range, within the group range for the school and in accordance with the provisions of the Document, as at 1 September or at any time if they consider it is necessary and justified.

Temporary payments to the Head Teacher

22.9 An additional Temporary Payment (of up to 25% of annual salary) in accordance with the provisions of the Document will only be considered for additional responsibilities that are undertaken on a temporary or irregular basis, and which have not already been taken into account when setting base pay, for example, any temporary responsibility for additional academies / schools. All recruitment and retention considerations must be taken into account when setting the Head Teacher's pay range.

22.10 The committee will consider, in wholly exceptional circumstances, to exceed the 25% limit on temporary payments, as set out in the Document. However, before doing so, it will seek the agreement of the Board of Trustees.

Overall limits on Headteacher Pay

22.11 Ordinarily, the LGB, in consultation and agreement with the Trust, will ensure that the total sum of salary and any other payments made to the headteacher in any school year does not exceed 25% above the maximum of the headteacher group, excepting any additional payments made for residential duties that are a requirement of the post or payment in respect of relocation benefits which relate solely to the personal circumstances of the headteacher.

22.12 The Board of Trustees may exceed the normal limits on temporary payments and the sum of total salary, as set out in the Document.

Fixed term contracts

22.13 The LGB, in consultation and agreement with the Trust, may appoint a headteacher on a fixed-term contract where it determines that the circumstances of the academy require it. In establishing such a contract the relevant body will consider how reward should be structured and whether achievement of objectives should be assessed over a shorter or longer timescale that would normally be the case.

23 DEPUTY HEAD TEACHERS

Pay on appointment

The LGB, in consultation and agreement with the Trust, will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

23.1 The LGB, in consultation and agreement with the Trust, will determine a pay range which must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations, including recruitment and retention factors. In the case of a new appointment, the relevant body may wish to consider the extent to which the pay range reflects how closely their preferred candidate meets the requirements of the post. The committee will ensure that there is appropriate scope within the range to allow for performance-related progress over time;

23.2 When determining the Deputy Teacher Pay Range to advertise, the LGB, in consultation and agreement with the Trust, will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the Trust considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack.

23.3 The LGB will record its reasons for the determination of the deputy head pay range and salary on appointment;

Serving Deputy Head Teachers

23.5 The school's pay committee will review the Deputy Head Teacher's pay in accordance with the Document, the Trust's appraisal policy and this policy having regard to the most recent appraisal report from the Head and the recommendation on pay that it contains. It will award one point progression where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The committee may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one point progression.

23.6 All pay decisions (ie no movement, one point or two points) will be clearly attributable to the performance of the Deputy Head Teacher. The committee will be able to justify its decision.

23.7 The Board of Trustees, in consultation with LGB, may re-determine the serving Deputy Head's pay range in accordance with the provisions of the Document, at 1 September or at any time if they consider it is necessary and justified.

24 ACTING ALLOWANCES

24.1 Acting allowances are payable to teachers who are assigned and carry out the duties of head or deputy head in accordance with paragraph 23 of the Document. The Board of Trustees, in consultation with the LGB, will, within a four-week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

24.2 Any teacher who carries out the duties of head or Deputy Head, for a period of four weeks or more, may be paid at an appropriate salary on the leadership pay range with payment backdated to the commencement of the duties, as recommended by the Head and determined by the pay committee. Where a pay range has been determined for the post for which an acting payment is being made, the "appropriate salary" should not be lower than the minimum of the range.

25 OTHER TEACHERS

Pay on appointment

25.1 The Head, acting within the parameters of the Terms and Conditions of employment set by the Trust, will determine the starting salary or range for a vacant teacher post as set out in the staffing structure and in accordance with the pay policy taking account of:

- the requirements of the post;
- any specialist knowledge required for the post;

- the experience required to undertake the specific duties of the post;
- the wider school context.

25.2 In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be taken of:

- the skills, experience and relevant qualifications of the individual;
- any specific restrictions set out in the Document
- the employee's current salary level.

25.3 Newly Qualified Teachers in their first year will normally be paid on the minimum point of the Main Pay Range.

25.4 There is no assumption that an employee will be paid the same rate they were being paid in a previous school/academy.

25.5 The LGB will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice.

26 PAY PROGRESSION FOR EXISTING MAIN PAY RANGE TEACHERS

26.1 The pay committee will use reference points. Therefore the pay scale for main pay range teachers in this school is (for 2017/18):

Minimum £22,917

Reference point 1 £24,728

Reference point 2 £26,716

Reference point 3 £28,772

Reference point 4 £31,039

Maximum £33,824

26.2 Appraisal objectives will become more challenging as the teacher progresses up the main pay range.

26.3 To move up the main pay range, one reference point at a time, teachers will need to have met their objectives and have shown that they are competent in all elements of the Teachers' Standards. Teaching should be 'good', as defined by Ofsted.

26.4 If the overall appraisal evidence shows that a teacher has demonstrated exceptional performance, the pay committee will consider awarding enhanced pay progression, up to a maximum of 2 reference points. Teaching should be 'outstanding', as defined by Ofsted and the overall impact on standards and progress throughout the school in their area of responsibility should be exceptional (consistent and sustained).

26.5 Judgments will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show:

- an increasing positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified by the teacher, e.g. behaviour management or lesson planning
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

26.6 Further information, including sources of evidence is contained in the Trust's appraisal Policy.

26.7 Examples of evidence (which may support the assessment of achievement of objectives, competency in the Teachers' Standards and teaching practice) may include:

- classroom observations
- task observations
- Work scrutiny reviews
- reviews of assessment results
- reviews of lesson planning records
- internal tracking of pupil progress
- moderation within and across academies
- pupils' voice
- parents' voice

- Head Teachers' walkabouts
- evidence supporting progress against Teachers' Standards including self-assessment
- records of CPD and evidence of impact.

26.8 The pay committee will be advised by the Head Teacher in making all such decisions. Any increase (ie no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The pay committee will be able to justify its decisions.

27 APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

27.1 Any qualified teacher can apply to be paid on the Upper Pay Range. If a teacher is simultaneously employed at another school(s)/academy(ies), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This academy will not be bound by any pay decision made by another school. Before making an application, teachers are advised to consider whether they are likely to meet the assessment criteria described below.

27.2 All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, in this school, including any recommendation on pay. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

27.3 In order for the assessment to be robust and transparent, it will be an evidence-based process only. Teachers therefore should ensure that they build a mainly paper evidence base to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application in support of their application.

27.4 Process:

One application may be submitted annually. The closing date for applications is normally 31st October each year; however, exceptions will be made in particular circumstances, eg those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's application form; (see appendix 4)
- Submit the application form and supporting evidence to the Head Teacher by the cut-off date of 31st October;
- The assessor, who will be the Head Teacher in this school, will assess the application, and make a recommendation to the pay committee of the relevant body;
- The pay committee will make the final decision, advised by the Head Teacher;
- Teachers will receive written notification of the outcome of their application by 30th November. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below).
- If requested, oral feedback will be provided by the assessor. Oral feedback will be given within 10 academy working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR backdated to 1 September of the current academic year.
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the end of this pay policy.

Assessment:

27.5 The teacher will be required to meet the criteria set out in paragraph 15 of the Document, namely that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contribution to the school are substantial and sustained.

In this school, this means:

"highly competent": the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working.

"substantial": the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a significant wider contribution to school improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.

"sustained": the teacher must have had at least two consecutive successful appraisal reports in this school and has met their objectives during this period (see exceptions, e.g. maternity/sick leave, in the introduction to this section). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

Further information, including information on sources of evidence is contained within the school's appraisal policy.

28 PAY PROGRESSION FOR EXISTING UPPER PAY RANGE TEACHERS

28.1 The pay committee, following a recommendation by the Head, will determine whether there should be any movement on the Upper Pay Range. To determine a move up the pay range, one point bi-annually, the pay committee will take into account:

- paragraph 14 of the Document 2015;
- the evidence base, which should show that the teacher has had two successful appraisals and has met their objectives;
- teaching overall is good over time, as defined by Ofsted and increasingly outstanding;
- evidence that the teacher has maintained the criteria set out in the Document, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained (over at least two years). The meaning of these criteria is set out in the section of this policy entitled, "Applications to be paid on the Upper Pay Range".

Examples of evidence that may inform the assessment of the above are included in the school's Appraisal Policy and under the earlier section on pay progression for Main Pay Range Teachers.

28.2 Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher.

The pay committee will be able to objectively justify its decisions.

28.3 Where it is clear that the evidence shows the teacher has made good progress sustained over two years, i.e. they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have met their objectives, the teacher will move to the midpoint on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

The pay committee will use reference points. The pay scale for upper pay range teachers in this school is:

Minimum £35,927

Mid-point £37,258

Maximum £38,633

28.4 Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has exceeded their objectives, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. Teaching should be 'outstanding' over time as defined by Ofsted.

Further information, including sources of evidence is contained within the school's appraisal policy.

28.5 The pay committee will be advised by the Head Teacher in making all decisions. Any determination (no movement, one point or two points) will be clearly attributable to the performance of the teacher in question and the pay committee will be able to justify its decision.

29 LEADING PRACTITIONER ROLES

29.1 The LGB will take account of paragraph 51 of the Document if it determines the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the academy that contribute to academy improvement;
- modelling and leading improvement of teaching within the school and the wider community of schools that impacts significantly on pupil progress;
- improving the effectiveness of staff and colleagues, particularly in relation to specific areas to be specified when the role is agreed

Pay on appointment

29.2 The pay committee will use reference points on a three-point scale. The usual expectation is that a leading practitioner would be appointed at the minimum of the scale. The scale range is minimum £39,374 and maximum £59,857.

Pay determinations

29.3 The Head Teacher will agree appraisal objectives for the leading practitioner. The pay committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay, in accordance with the Document. To move up the scale, one annual point at a time, the most recent appraisal should show that the leading practitioner:

- has met his or her objectives;
- is an exemplar of teaching skills, which should impact significantly on pupil progress, within the Trust's academies and within the community of schools, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent" and "substantial" are defined in the section entitled, "Applications to be paid on the Upper Pay Range".

Pay progression on the Leading Practitioner range will be clearly attributable to the performance of the individual teacher. The pay committee will be advised by the Head Teacher in making all such decisions. The pay committee will be able to objectively justify its decisions.

Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above, and have met their objectives, the teacher will

move to the midpoint on the Leading Practitioner Range; or if already on the mid-point, will move to the top of the Leading Practitioner Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above, and where the teacher has exceeded their objectives, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of Leading Practitioner Range. Teaching should be 'outstanding' as defined by Ofsted.

Further information, including sources of evidence is contained within the Trust's appraisal policy.

30 UNQUALIFIED TEACHERS

Pay on appointment

30.1 The Headteacher, acting within the parameters of the Terms and Conditions of employment set by the Trust, will pay any unqualified teacher in accordance with the Document. The pay committee will determine where a newly appointed unqualified teacher will enter the range, having regard to any qualifications or experience s/he may have, which they consider to be of value. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with the Document.

The pay committee will use reference points. Therefore, the pay range for unqualified teachers in this school is:

Minimum £16,626

Reference point 1 £18,560

Reference point 2 £20,492

Reference point 3 £22,427

Reference point 4 £24,362

Maximum £26,295

Pay progression for unqualified teachers

30.2 In order to progress up the unqualified teacher range, one reference point at a time, unqualified teachers will need to show that they have met their objectives. Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:

- an improvement in teaching skills
- an increasing positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the academy /Trust
- an increasing impact on the effectiveness of staff and colleagues

If the evidence shows that an unqualified teacher has achieved exceptional performance, the pay committee may use its discretion to award enhanced pay progression of one additional point. Information on sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the Head Teacher in making all such decisions. Pay progression (no movement, one point or two points) on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to objectively justify its decisions.

31 TEACHING AND LEARNING RESPONSIBILITY PAYMENTS

31.1 The pay committee may award a TLR to a classroom teacher in accordance with paragraph 20 of the Document. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of

ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out in the Document. The pay committee may award a TLR1 of £7,699 and TLR2 of between £2,692 and £6,515.

31.2 The pay committee may award a TLR3 of between £529 and £2,630 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in paragraph 20.3–20.4. The LGB will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3. In accordance with the Document, the LGB will not award consecutive TLR3 payments for the same responsibility.

In reaching a decision, the Pay Committee will take account of the Headteacher's recommendation.

32 SPECIAL NEEDS ALLOWANCE

32.1 The pay committee will award an SEN spot value allowance on a range of between £2,106 and £4,158 to any classroom teacher who meets the criteria as set out in the Document, where responsibilities are not separately recognised through payment on the leadership pay spine or through a TLR or other allowance.

When deciding on the amount of the allowance to be paid, the LGB will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.

33 TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

33.1 Teachers who work on a day-to-day or other short notice basis will have their pay determined in accordance with the Document. They will be paid on a daily basis, calculated in the assumption that a full working year consists of 195 days, with periods of work of less than a day being calculated pro-rata. This will be calculated by dividing the full-time equivalent annual salary by 195 and then dividing again by 6.5 to arrive at an hourly rate.

34. PAYMENTS TO SLEs

Their deployment as a School Leader of Education (SLE) in the provision of services to raise standards in schools / academies outwith the academy where they are based. For 2017-18, the payment mechanism will be:

The SLE payable deployments (as defined by Tykes Teaching School) are charged at £350 per day which, following deduction of Tykes Teaching School's top slice (£50) and supply cover for their absence (averaged at £200 per day), leaves £100 which, in turn, is evenly split between the academy and the SLE i.e. the SLE receives £50 for each full day (s)he is supporting another school in his/her capacity of an SLE. The payment will be received in their monthly pay using a claim form (Appendix 5A).

If an SLE is deployed outside of normal school hours (classed as after 4pm) which includes preparation and delivery time then, following Tykes Teaching School's top slice, the SLE will receive £200 for each full day and the school £100. The payment will be received in their monthly pay using a claim form (Appendix 5B).

If an SLE delivers a course at the weekend (excludes preparation time) then, following Tykes Teaching School's top slice, the SLE will receive £250 for each full day and the school £50. The payment will be received in their monthly pay using a claim form (Appendix 5C).

35 ADDITIONAL PAYMENTS

35.1 The LGB, acting within the parameters of the staffing Terms and Conditions set by the Trust, may make payments as they see fit to a teacher in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- participation in out-of-school hours learning activity agreed between the teacher and the Head Teacher or, in the case of the Head Teacher, between the Head Teacher and the LGB;
- additional responsibilities and activities due to, or in respect of, the provisions of services by the Head Teacher relating to the raising of educational standards to one or more additional schools.

In the case of the Head Teacher, such payments will only be granted where the LGB has not already taken account of the activity or responsibility in determining base pay and the activity or responsibility is undertaken on a temporary or irregular basis. In accordance with the Document, any such payments will be time limited and subject to the overall limits on pay set out in paragraphs 22.11 and 22.12 of this policy.

The pay committee will consider additional payments to teachers in accordance with the Document and this policy as advised by the head (or Chair of the LGB, following consultation with the Board of Trustees, in the case of the Head Teacher). Payment will be as the LGB sees fit.

36 RECRUITMENT AND RETENTION INCENTIVE BENEFITS

36.1 The LGB, acting within the parameters of the staffing Terms and Conditions set by the Trust, can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive. The LGB, in consultation with the Board of Trustees, will consider exercising its powers under paragraph 27 of the Document where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn. The LGB will, nevertheless, conduct an annual formal review of all such awards.

36.2 In the case of the Head Teacher, such payments will be limited to reasonably incurred housing/relocation costs where pay has been set under the 2014 or later Document (and has already been taken account of when determining base pay) and subject to the overall limits on pay set out in paragraphs 22.11 and 29.12 of this policy.

37 HONORARIA

The LGB will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision within the Document for the payment of bonuses or honoraria in any circumstances.

Approved by the Board of Trustees on _____

Chair of the Board of Trustees _____

CEO _____

Appendix 1: Leadership Pay Range

Appendix 2: School Staffing Structure
Appendix 3: Appeals Procedure
Appendix 4: Application form to be paid on UPS

Appendix 1

Leadership Pay Range: Discretionary Reference Points

2017/18 pay award: Discretionary Reference Points England and Wales (excluding London)

Reference Point	£pa
1	39,374
2	40,360
3	41,368
4	42,398
5	43,454
6	44,544
7	45,743
8	46,799
9	47,967
10	49,199
11	50,476
12	51,639
13	52,930
14	54,250
15	55,600
16	57,077
17	58,389
18	59,857
19	61,341
20	62,863
21	64,417
22	66,017
23	67,652
24	69,330
25	71,053
26	72,810
27	74,615
28	76,466
29	78,359
30	80,310
31	82,293
32	84,339
33	86,435
34	88,571

35	90,773
36	93,020
37	95,333
38	97,692
39	100,072
40	102,570
41	105,132
42	107,766
43	109,366

Appendix 2
School Staffing Structure
See separate sheet.

Appendix 3

APPEALS PROCEDURE

As part of the overall appraisal process, a pay recommendation is made by the appraiser/reviewer (normally the line manager) and discussed with the employee at the Review Meeting prior to being submitted to the school's Pay Committee or relevant decision-making body. Written details of and the reasons for the pay recommendation will be given to the employee.

At this particular stage of the pay determination process, if the employee wishes to better understand the rationale for the pay recommendation or bring any further evidence to the attention of the appraiser/reviewer, they should be given the opportunity to do so before the final pay recommendation is drafted in the appraisal report. The nature of any subsequent appraisal and pay discussion will be informal and therefore representation (on either side) is not necessary nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted or it may remain the same; the appraisal report will be updated to reflect the discussion.

If a teacher believes that the final pay recommendation falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

APPEAL HEARING PROCEDURE

It is the intention that the Appeals Procedure will be dealt with promptly, thoroughly and impartially.

Guidance

- When an employee feels that a pay decision is incorrect or unjust, they may appeal against that decision.
- Employees / Head Teachers / Executive Head / CEO should put their appeal in writing to either the Head Teacher or the LGB or Trust as appropriate; their appeal should include sufficient details of its basis.
- Appeals should be heard without unreasonable delay and at an agreed date, time and place.
- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or a trade union representative.

Appeal Procedure Steps: Informal Stage

As part of the pay determination process, the line manager ("the recommendation provider") will make a recommendation to the "the decision maker" (the person/s or committee responsible for approving the pay recommendation) supported by relevant assessment evidence. On determining a employee's pay, "the decision maker" will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to "the decision maker".

If the employee wishes to appeal the decision, they must do so in writing to "the decision maker", normally within 10 school working days or within a mutually agreed alternative timescale. The appeal must include a statement, in sufficient detail, of the grounds of the appeal. In the event that an initial appeal is raised, "the decision maker" must then arrange to meet the employee to discuss the appeal. "The recommendation provider" should also be invited to the meeting to clarify the basis for the original recommendation.

“The decision maker” will reconsider the decision in private and write to the employee to notify them of the outcome of the review and of the employee’s right of appeal to the LGB. If the employee wishes to exercise their right of appeal, they must write to the Clerk of the LGB at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Formal Stage of the Appeal Procedure.

Appeal Procedure Steps: Formal Stage

On receipt of the written appeal, the Clerk to the LGB will establish an Appeal Committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both “the recommendation provider” and “the decision maker” will be required to attend the meeting.

The Chair of the Appeal Committee will invite the employee to set out their case. Both “the recommendation maker” and “the decision maker” will also be asked to take the committee through the procedures that were observed in their part of the pay policy determination process.

Following the conclusion of representations and questions by all relevant parties, the Appeal Committee will then consider all the evidence in private and reach a decision. The Appeal Committee will write to the employee notifying them of their decision and the reasons for it. Other attendees at the meeting will also be notified of the decision. The decision of the Appeal Committee is final.

The Modified Procedure

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the employee has left the employment of the school.

Where an employee has, whilst employed at the school, lodged an appeal against a pay decision but has then subsequently left the school’s employment before any appeal hearing is held, the following steps will be observed:

1. The employee must have set out details of their appeal in writing
2. The employee must have sent a copy of their appeal to the Chair of the LGB;
3. The Chair of the LGB will consult with relevant school personnel and provide the employee with an appropriate written response on behalf of the school.

Appendix 4

EVERY CHILD MATTERS ACADEMY TRUST

APPLICATION TO BE PAID ON THE UPPER PAY RANGE

Guidance for Applicants

This form should be used in conjunction with the agreed pay policy of the Trust and the School Teachers Pay and Conditions Document.

Any qualified teacher can apply to be paid on the Upper Pay Range. One application may be submitted annually. The closing date is normally 31 October of each year, however, an exception will be made in particular circumstances, e.g. Teachers returning from maternity or sick leave.

Please complete the form and return it by the 31 October to the Head Teacher, including any written evidence to support your application. Examples of evidence that you may wish to include are:

- classroom observations
- Work Scrutiny reviews
- task observations
- reviews of assessment results
- reviews of lesson planning records
- internal tracking of pupil progress
- moderation within and across schools
- pupils' voice
- parents' voice
- Head Teachers' walkabouts
- evidence supporting progress against Teachers' Standards including self-assessment
- records of CPD and evidence of impact.

The Head Teacher will assess the application and make a recommendation to the pay committee of the LGB. The pay committee will make the final decision and you will be notified in writing of the outcome of the application by 30 November. If you are successful your pay rise will be backdated to 1 September of the current academic year.

Name:

1. Progression to the UPR requires evidence that the applicant is a "highly competent" teacher. Please outline below how you meet this criteria with reference to the Teachers' Standards and the particular role that you are fulfilling and the context within which you are working.

2. Progression to the UPR requires evidence that the applicant's achievements and contribution to the school are substantial. Please outline below how your contribution has raised standards of teaching and learning not just in your own classroom but has made a significant wider contribution to school improvement which has had a clear impact on pupil progress across the school and on the effectiveness of colleagues.

3. Progression to the UPR requires evidence that your achievements and contribution to the school have been sustained. You must be able to show that you have had at least two consecutive successful appraisal report in this school and have met your agreed objectives during this period (see exceptions in the guidance). Please use the space below to show how your teaching expertise has grown over a sustained period of time and is consistently good to outstanding.

Please attach any other written evidence that you have collated to support your application.
Thank you.