



Diocese of Norwich
Education and
Academies Trust

Churchside Federation

Whole School Pay Policy 2021/22

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Summary of Changes

The model policy has been revised to reflect these changes to the statutory guidance as outlined below.

Page Ref.	Section	Amendment	Date of Change
26-	ANNEX	Pay scales updated	Nov 2019
26	ANNEX E	Main pay range and upper pay range for qualified teachers updated to reflect increases	Nov 2020
27	ANNEX E	Leading Practitioner Pay Range and Pay Range for Unqualified Teachers updated to reflect increases	Nov 2020
28	ANNEX E	TLR Payments updated to reflect increases	Nov 2020
30/31	ANNEX G	Leadership pay ranges updated to reflect increases	Nov 2020
26-	ANNEX	Pay scales updated	Nov 2020
26-	ANNEX	Pay scales updated	Nov 2021

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ROLES AND RESPONSIBILITIES

The Diocese of Norwich Education and Academies Trust is accountable for all policies across its Academies. These policies, whether relating to an individual academy or the whole Trust will be written and implemented in line with our ethos and values as articulated in our prospectus. We are committed to the provision of high-quality education in the context of the Christian values of service, thankfulness and humility where individuals are valued, aspirations are high, hope is nurtured, and talents released.

A Scheme of Delegation for each academy sets out the responsibilities of the Local Governing Body and Principal / Head Teacher. The Principal / Head Teacher of each academy is responsible for the implementation of all policies of the Academy Trust.

All employees of the Academy Trust are subject to the Trust's policies.

Definitions:

- Head teacher also means Principal,
- School also means academy or academies,
- Pay Body means the Diocese of Norwich Education and Academies Trust (the 'Trust')
- Local Governing Body (LGB) means the body of local governors established by the Trust at each academy in accordance with its Articles of Association and Scheme of Delegation
- STPCD – School Teachers' Pay and Conditions Document
- Review Committee – made up of members of the Local Governing Body to make decisions arising out of this policy and /or appraisal policy in relation to all academy staff except the Headteacher / Principal
- Headteacher / Principal Review Committee – a Trust-led committee to make recommendations to the Personnel Committee arising out of this policy and / or the appraisal policy in relation to the Headteacher / Principal
- Trust Personnel Committee – to make decisions arising out of this policy and / or the appraisal policy in relation to the Headteacher / Principal
- Review Appeal Committee – the relevant appeal committee comprised of governors or Trustees not previously involved in the Review / Personnel Committee.

1. INTRODUCTION

1.1 September 2021 Pay Award

The minimum and maximum of the pay ranges and allowances for the September 2020 pay award are set out in the STPC Document 2021.

1.2 Revised pay progression arrangements for the Leadership under this policy come into force with effect from appraisal objectives set in the autumn term 2021. September 2014 was the first time that annual pay increments on the Main Pay Range were to be awarded to teachers without reference to the length of their service. Decisions about teachers' pay progression must be linked to the performance and appraisal policy.

1.3 The Pay Body (the Trust) will operate a Whole School Pay Policy as the 'relevant body', as defined in the STPC Document 2021, and for the pay arrangements agreed for all the support staff which will:

- Grade posts appropriately within the conditions of employment identified in the current STPC Document and the conditions of service for support staff employed by the Pay Body.
- Consider pay relativities between posts within the teachers of the Pay Body and support staff of the Pay Body.
- Ensure that the annual appraisal of all teachers, including part time teachers, unqualified teachers, members of the leadership group, and the annual performance review of the Headteacher's salary, is fairly and properly conducted as soon as possible and by 31st October each year, at the latest; 31st December each year for the Headteacher.
- Where a pay determination leads or may lead to the start of a period of safeguarding, the Pay Body will give the required written statement of notification as soon as possible and no later than one month after the date of the determination.
- Ensure that discretion available under the STPC Document is exercised in a fair and equitable manner for determining the starting salary for all new teachers, for special education needs allowances, for Teaching and Learning Responsibilities payments, and for determining the salary ranges for Leading Practitioners and members of the Leadership Group, including the Headteacher.
- Give recognition to assigned increased responsibility for Teaching and Learning Responsibilities, whether for a permanent post, temporary projects or acting post basis.
- Ensure that an approved evaluation process is used to determine the appropriate salary range for members of the support staff of the Pay Body.
- Comply with the salary safeguarding arrangements in the current STPC Document.

1.4 This policy statement will be available to the staff of the Pay Body.

1.5 The Pay Body is the employer for all staff but through its Scheme of Delegation may choose to delegate decision making to Local Governing Bodies and Headteachers / Principals.

2. DELEGATION OF DECISION MAKING

The Pay Body retains responsibility for recruitment and performance management of all its Headteachers / Principals. In academies deemed to be in 'special measures' this is extended to Deputy Head teachers / Heads of School. The remainder of decision making is delegated as below.

2.1 Headteacher

- 2.1.1 Except where otherwise stated, the Pay Body will delegate the day to day management of the policy to the Headteacher in consultation with the Chair of the Local Governing Body. The Headteacher will report to the Pay Body, via the Local Governing Body, those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPC Document and the pay provisions for support staff.
- 2.1.2 The Headteacher shall make annual recommendations on the salary of all staff to the appropriate committee of the Local Governing Body. This will include sufficient information for the Local Governing Body to assess their position with regard to the gender pay gap reporting requirements and Public Sector Equality Duty.
- 2.1.3 The Pay Body requires that the Headteacher has regard to the budget approved by the Trust and the requirements of employment legislation, particularly The Equality Act 2010 (including requirements under the Public Sector Equality Duty and gender pay gap reporting requirements), The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, as well as The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

The Pay Body expects the Headteacher to seek advice where appropriate from persons engaged by the Pay Body to provide such advice.

2.2 An appropriate committee structure

- 2.2.1 The Pay Body will delegate to a committee of local governors, hereafter referred to as the "**Review Committee**", decisions arising out of this policy and/or the appraisal policy (except in relation to the Headteacher / Principal). The number of governors on the committee shall normally be 3. No member of the review appeals committee, referred to below, will be a member of the Review Committee. No governor who is employed by the Pay Body may be a member of the Review Committee or the review appeals committee.
- 2.2.2 The Pay Body will delegate to a committee of local governors, hereafter referred to as the '**Review Appeal Committee**', any appeals by individual members of staff against decisions of the Review Committee in 2.2.1 arising out of this policy or the appraisal policy (except in relation to the Headteacher / Principal). The number of governors on the committee shall normally be 3. Any appeal will be dealt with before a final decision is reported to the Pay Body.
- 2.2.3 Where this policy relates to a Headteacher / Principal then the Trust's Personnel Committee is the 'Review Committee' and any 'Review Appeals Committee' would be formed on the principles of 2.2.1 above from Trustees.
- 2.3.4 Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the Pay Body. Such meetings will normally be arranged within 20 working days of the date the employee requests the meeting, and 5 working days' notice of the date and time of the meeting will be given.

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

2.3 **Review of recommendations to, or decisions of, the Review Committee**

2.3.1 Prior to making a salary recommendation to the Review Committee regarding the salary outcome following the Performance Management Review, the Head teacher (or Chair of the Headteacher / Principal Review Committee in the case of the Head teacher) will inform the Employee of the recommendation they intend to make to the Review Committee, and the date the Review Committee will be considering the recommendation.

2.3.2 While there is no right of appeal to the Headteacher's recommendation, if the Employee does not agree with the recommendation to be made, then they may provide a written statement to the Clerk of the Local Governing Body (or Trust Personnel Committee in the case of the Headteacher) which will be provided to the Review Committee when they consider the recommendation.

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

That the recommendation:

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

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

2.3.3 The Employee will be notified in writing of the decision made by the Review Committee and their right to appeal the decision to the Review Appeal Committee.

If the Review Committee agrees with the recommendation of the Head teacher (or the Headteacher / Principal's Review Committee in the case of the Headteacher) the Employee has the right of appeal against the decision under paragraph 2.4 below.

If the Review Committee disagrees with the recommendation of the Head teacher (or the Headteacher / Principal's Review Committee in the case of the Headteacher) the Employee may, within 5 working days of being informed of the decision, make a request to the Clerk of the LGB (or Personnel Committee in the case of a Headteacher) to attend a meeting with the Review Committee. The Clerk will arrange, normally within 20 working days of the receipt of the written notice, giving at least 5 working days' notice, a meeting of the Review Committee.

The employee may be accompanied at that meeting by a workplace colleague or representative of his/her trade union and the Review Committee may also

have an adviser present to advise them. The Review Committee may also ask the Head teacher (or Chair of the Head teacher / Principal's Review Committee) to be present and to comment on the reasons for the application for the review. The decision of the Review Committee will be provided to the employee in writing as soon after the review as possible. The employee will be advised that s/he has the right of appeal against the decision of the Review Committee to the Review Appeal Committee (paragraph 2.4 below).

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

2.4 Appeals against Salary or Appraisal Decisions

If the employee decides to appeal against the decision of the Review Committee as defined in 2.3.3 above then the employee shall, within 5 days of receipt of the determination, notify the Clerk of the LGB (or Personnel Committee in the case of a Headteacher) in writing of the appeal and the reasons for it, which will be for one or more reasons outlined in paragraph 2.3.2 above. The Clerk will arrange, normally within 20 working days of the receipt of the written notice of appeal, giving at least 5 working days' notice, a meeting of the Review Appeal Committee of the Pay Body. The employee will be entitled to attend. The decision of the Review Appeal Committee delegated to deal with appeals shall be final. Once any appeal has been resolved the final decisions regarding the assessment of salaries or performance management of staff shall be reported to the Pay Body.

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

2.5 Threshold Application

2.5.1 Any qualified teacher who has made substantial progress towards the maximum of the main classroom teachers' range may apply to Mrs Godbold to be paid on the Upper Pay Range.
An application must be made by 31st October.

A successful applicant will progress to a point on the Upper Pay Range determined by the Headteacher from 1st September of that academic year. See ANNEX C.

A successful applicant will have demonstrated through the appraisal process:

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

(See ANNEX C for the Pay Body's definition of "highly competent" and "substantial and sustained".)

2.5.2 The Headteacher / Principal shall inform the teacher of the recommendation of the outcome of the threshold application to be made to the Review Committee as soon as possible after the closing date has passed. Any comment/response from the teacher shall be reported to the Review Committee. Once the Review Committee has made its decision the teacher shall be given a salary assessment form indicating his/her salary position following the outcome of the application. The Headteacher / Principal shall provide oral feedback on the relevant criteria indicated, or in the case of unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development.

2.5.3 Any decision regarding successful placement on the Upper Pay Range will only apply to posts under the employment of the Pay Body.

2.5.4 Reviews and Appeals against appraisal or pay decisions

2.5.5 An employee may make a formal request for a review of the appraisal or pay decision by the Headteacher / Principal by submitting a request in writing together with reasons for a review for a reason identified in clause 2.3.2 of this policy. The Headteacher /Principal will make arrangements, normally within 10 working dates of the written application for a review, to meet with the employee who may be accompanied by a workplace colleague or representative of his/her trade union. The outcome of the review shall be provided in writing together with notification of the right of appeal.

2.5.6 If the employee decides to exercise his/her right to have the appraisal or pay determination reviewed or to appeal against the determination it shall be in accordance with clause 2.4 of this policy and the reasons for review in 2.3.2 of this policy.

2.6 Statement of Salary

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

2.7 The Chair of the Local Governing Body

2.7.1 The Chair of the LGB will be available to the Headteacher / Principal for consultation on those matters of this policy delegated to the Headteacher / Principal. In this instance the Chair of LGB may not be a member of Review Committee or Review Appeal Committee.

2.8 The Appraisal Review Process for the Headteacher / Principal's Performance Review

2.8.1 The Pay Body will delegate a Trust lead officer to work with 2 or 3 governors none of whom shall be employees of the Pay Body, to carry out the appraisal review for the Headteacher / Principal as set out in this policy and the appraisal policy. The agreed performance objectives and indicators/measures will be referred for approval to a meeting of the Personnel Committee.

2.8.2 It is the stated wish of the Pay Body that the delegated governors should be appropriately trained.

3. EXERCISE OF DISCRETION UNDER THE STPC DOCUMENT

3.1 Starting salary of new classroom teacher appointments.

- 3.1.1 When advertising a teaching post, the Pay Body or delegated committee will identify the range of salaries the Pay Body is prepared to pay subject to qualifications and experience. The Pay Body will not normally agree to match the salary on which the applicant is/was paid in his/her last school without first considering the merits of the application and its relationship to the salary of teachers employed by the Pay Body.

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

- 3.1.2 The Headteacher /Principal will provide a statement for the appropriate committee of the Pay Body of the reasons for which the salary has been awarded together with the position on the appropriate range in the Pay Body's salary structure.

3.2 Calculation of Part Time Teachers' salaries

- 3.2.1 The Pay Body will ensure that all part time teachers employed by the Pay Body will have their salaries calculated in accordance with the STPC Document and the "pro rata principle" except where a part time teacher is awarded a TLR3.

- 3.2.2 The Pay Body will ensure that the total amount of time for which a part time teacher may be directed by the Head teacher / Principal is calculated in accordance with the STPC Document and the "pro rata principle".

- 3.2.3 All part time teachers will be advised of the way in which their salary and directed time are calculated.

3.3 Recruitment/Retention Incentives

- 3.3.1 The Pay Body may have a policy with regard to any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPC Document.

- 3.3.2 The policy adopted by the Pay Body will be made known to staff and set out as Annex D to this policy.

3.4 Staffing Structure

- 3.4.1 The Head teacher / Principal will annually recommend via the LGB to the Pay Body a staffing structure for the school that:

- takes account of any financial limits determined by the Pay Body or its delegated committee;
- identifies the posts to which allowances will be allocated for permanent Teaching and Learning Responsibilities (TLR) in accordance with the requirements of the STPC Document;
- Will determine the value of any TLR post that is to be paid for a short-term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short-term payment will be provided to the appropriate committee of the Pay Body. A

TLR3 paid to a part time teacher will be paid in full without reference to the “pro rata principle”.

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

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

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

3.5 Special Educational Needs

- 3.5.1 The Pay Body will award an allowance to any teacher who satisfies the requirement of the STPC Document, paragraph 21.
- 3.5.2 The post and allowance(s) will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances should be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

3.6 Awards for performance progression to teachers paid on the main pay range, the Upper Pay Range or unqualified teachers’ pay range *(Pay progression will be linked to assessment of performance only as assessed under the appraisal policy).*

- 3.6.1 At the time of the annual assessment of teachers’ salaries referred to in paragraph 6 of this policy, the Review Committee will consider written recommendations from the Head teacher / Principal that a teacher be paid a higher salary on the classroom teachers’ main pay range determined by the Pay Body, or the Upper Pay Range, depending on which range the teacher is currently paid. The Head teacher / Principal will also provide written reasons why any teacher should not progress on either range. *(Please note comments under section 2.1.2).*
- 3.6.2 Any recommendations for progression to a higher salary made by the Head teacher / Principal shall be in respect of the teacher’s performance during the previous year measured against his/her performance review under the Pay Body’s Appraisal policy, with particular reference to the achievement of objectives identified in Annex E and their individual performance management objectives set at their last review.

- 3.6.4 Recommendations for increases in pay will be differentiated such that the amount of any increase is clearly attributable to the performance of the teacher in question.
- 3.6.5 A teacher on the classroom teachers' main pay range whose performance meets the criteria set out in Annex E could reasonably expect to reach the maximum of the range in about five years. The Head teacher / Principal may recommend that there will be no progression on the range in a given year where the outcome of the appraisal of the teacher does not warrant progression. A newly qualified teacher who achieves the required standards at the end of induction will normally progress to the second point on the main pay range from the following September in accordance with paragraph 2.3.
- 3.6.6 Where a teacher has been absent through long term illness or on maternity leave (or other long-term leave) the Head teacher / Principal will ensure that the requirements of the STPC Document are complied with by ensuring that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to school the Head teacher / Principal will conduct a review at such time following the teacher's return to school to enable a proper and reasonable assessment to be made and in the event that the Head teacher / Principal's recommendation is to pay the teacher on a higher salary on the appropriate pay range the award may be back dated to the appropriate date on which the award would normally have been paid.

4. LEADING PRACTITIONER POSTS

- 4.1 The LGB may decide to include a Leading Practitioner post or posts in the staffing structure where it receives a recommendation from the Head teacher / Principal to consider such a post. The Leading Practitioner post must comply with the requirements of the STPC Document.
- 4.2 Where a Leading Practitioner is appointed, the LGB shall select an individual post range on the pay range designated for Leading Practitioners. A newly appointed Leading Practitioner shall be appointed to the minimum of the chosen range.
- 4.3 The primary purpose of a Leading Practitioner post is for the modelling and leading improvement of teaching skills. In addition, the Leading Practitioner will take a leading role in developing, implementing and evaluating policies and practice that will contribute to school improvement. Performance objectives will be set with the Leading Practitioner and performance reviewed against those objectives in accordance with the Pay Body's Appraisal policy.
- 4.4 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Head teacher / Principal that any Leading Practitioner be paid a higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Annex F of this policy.

5. THE LEADERSHIP GROUP (See Annex G)

5.1 Deputy and Assistant Head teachers

- 5.1.1 The LGB (or the Pay Body for a 'special measures' academy), following consideration of the relevant criteria set out in the STPC Document, will determine the individual range for a newly appointed Deputy Head teacher or Assistant Head teacher's salary.
- 5.1.2 At the time of appointing a new Deputy Head teacher or Assistant Head teacher the selection panel of the LGB (or Pay Body) making the new appointment shall determine the salary point on the individual range to be paid. The selection panel shall have regard to advice available from persons engaged by the Pay Body.

5.2 Awards for performance to Deputy and Assistant Heads

- 5.2.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Head teacher / Principal that any Deputy or Assistant Head teacher be paid additional points subject to the maximum of the individual range. The LGB (or Pay Body) expects that the objectives which were set for a Deputy or Assistant Head teacher under the appraisal policy will have become progressively more challenging as the teacher has gained experience in his/her current role.
- 5.2.2 In exceptional circumstances mid-year discretionary incremental progression for outstanding performance may be awarded. Any award is subject to ratification in line with the Scheme of Delegation for the individual academy. There is no right for review or appeal by the member of staff.
- 5.2.3 Where it considers it has substantial difficulties in retaining the services of a current Deputy or Assistant Head teacher the LGB (or Pay Body) may decide to change the salary range of a Deputy or Assistant Head teacher in accordance with the STPC Document in order to retain his/her services. Only in exceptional circumstances may the Deputy or Assistant Head teacher's range overlap the Head teacher / Principal's pay range. The Deputy or Assistant Head teacher's salary cannot be placed on a new range, except at his/her current point or the minimum point, whichever is the greater, until the September following the determination of a changed range.

6. ANNUAL ASSESSMENT OF THE SALARY OF TEACHERS

6.1 Annual assessments

- 6.1.1 On or before 1st September of each year, or as soon as possible thereafter, the Head teacher / Principal will carry out an annual assessment of salary for each teacher, including Deputy and Assistant Head teachers, Leading Practitioners and unqualified teachers employed in the school. Each teacher will be informed of salary to be recommended to the Review Committee for the September of the new academic year including any increased salary, having regard to the annual performance review conducted in accordance with the Pay Body's appraisal policy and this policy. Any written comment from the teacher will be presented to the Review Committee when the recommendation of the Head teacher / Principal is presented.
- 6.1.2 When the Review Committee has considered the recommendations from the Head teacher / Principal for all teachers employed by the Pay Body and any comment from any individual teacher, its decision will be provided in writing, by 31st October at the latest, to each teacher on the appropriate teacher salary assessment form. The salary assessment form will give information on each relevant aspect of the teacher's salary on which the LGB has discretion under this policy. All salary decisions will have been completed by 31st October at the latest to be backdated to the 1st September.
- 6.1.3 LGBs are responsible for providing a summary report of the performance management process for teachers and support staff to the Pay Body's Personnel Committee by the end of January. This will enable consistency of implementation of this policy and the Appraisal Policy to be monitored.
- 6.1.4 In exceptional circumstances mid-year discretionary incremental progression for outstanding performance may be awarded. Any award is subject to ratification in line with the Scheme of Delegation for the individual academy. There is no right for review or appeal by the member of staff.

7. DETERMINATION OF LEADERSHIP GROUP SALARIES

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

- 7.1.1 For the purposes of determining the group of the school by which the HTR for the Head teacher / Principal is identified, the Pay Body will re-calculate annually the appropriate unit total of the school.
- 7.1.2 The Pay Body will assign the school to the appropriate Head Teacher Group (HTG) whenever a new Head teacher /Principal is to be appointed and on such occasions as the Pay Body sees fit. The Head teacher / Principal may make representations to the Review Committee to consider assigning the school to a new HTG. The school must be assigned to its appropriate group not more than three years after the school was last assigned to a Head teacher group.
- 7.1.3 If the Pay Body sees fit to change the group of the school having re-calculated the unit total of the school in accordance with the STPC Document and the school is entitled to be in an HTG, the Pay Body will identify a HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG.
- 7.1.4 When a new Head teacher is appointed, when the HTG is changed as in 7.1.3 above, the Pay Body, in accordance with the STPC Document, will re-determine an HTPR on which the Head teacher's salary will be paid, according to the size and circumstances of the school. The HTPR of the school shall be a range of consecutive salary points selected by the Pay Body within the HTG range for the school.
- 7.1.5 The Recruitment Selection Committee, set up to appoint a new Head teacher / Principal, shall determine the salary point on the HTPR (Headteacher Range) to be paid. The selection committee will ensure that there is room for salary progression to be determined by subsequent performance. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Pay Body.
- 7.1.6 In the event that the Pay Body agrees to the school's Head teacher / Principal also being made the Head teacher /Principal of another school on a permanent basis, the Head teacher's salary will be determined in accordance with STPC Document 2017 (paragraph 6.6).
- 7.1.7 Where such a decision is made then the Pay Body will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the safeguarding provisions will not apply.
- 7.1.8 The salary ranges for a Deputy or Assistant Head teacher shall be determined with reference to the School's HTPR as defined by the STPC Document.

7.2 Annual Review of Head teacher's salary

- 7.2.1 At the beginning of each academic year, or at any such time as the Pay Body, in consultation with the Head teacher / Principal may decide, the Headteacher / Principal's Review Committee referred to in 2.8 will agree with the Head teacher / Principal, 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's development plan. The Pay Body's Personnel Committee must approve the recommendations made by the Headteacher / Principal Review Committee.

- 7.2.2 An officer of the Pay Body will lead and coordinate the annual performance review of the Head teacher / Principal working with 2 or 3 governors from the LGB. The performance review and review statement will be conducted in accordance with the Pay Body's Appraisal policy.
- 7.2.3 By the end of the autumn term of each year, (or where determined differently by the Pay Body as referred to in 7.2.1 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Pay Body's Personnel Committee will receive recommendations from the Headteacher / Principal's Review Committee about the salary of the Head teacher / Principal. The recommendation shall reflect the Headteacher / Principal's Review Committee's views based on the outcomes of the annual performance review and the Chair of LGB's view of the Head teacher / Principal's overall performance during the year. Any recommendation for movement up the HTPR, on which the Head teacher / Principal is currently paid, will identify the recommended number of progressed points proposed. The Head teacher / Principal will be advised of the proposed recommendation and may make a written response to the recommendation.
- 7.2.4 The recommendation for the Head teacher / Principal will be made in a written statement to the Review Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September. This will either be at the current point on the HTR or point(s) higher, subject to the maximum of the HTPR, or any additional payments as identified in the STPC Document 2017, paragraph 10. The Pay Body's Personnel Committee will consider the recommendation together with any written response from the Head teacher / Principal to the recommendation and make its decision known to the Head teacher / Principal in writing on the salary assessment form by 31st December at the latest, to be backdated to 1st September. The Head teacher / Principal will not be entitled to attend the meeting of the Personnel Committee.
- 7.2.5 If the Head teacher wishes to seek a review of the decision of the Personnel Committee regarding his/her pay, s/he may do so in accordance with the procedure set out in paragraph 2.3 of this policy. The Head teacher / Principal will have right of appeal against the decision of the Personnel Committee in accordance with the procedure set out in paragraph 2.4 of this policy.
- 7.2.6 In exceptional circumstances mid-year discretionary incremental progression for outstanding performance may be awarded. Any award is subject to ratification by the Trust's Personnel Committee. There is no right for review or appeal by the Headteacher / Principal

7.3 Determination of Discretionary payments to Head teachers / Principals

- 7.3.1 The Pay Body may decide to pay additional payments to the Head teacher / Principal in accordance with paragraphs 10 of the STPC Document.
- 7.3.2 Where a decision is made to increase the Head teacher / Principal's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 7.2.4 above, the total sum of all payments made to the Head teacher / Principal referred to in 7.3.1 will not exceed 25 per cent of the maximum of the HTG, except in exceptional circumstances.
- 7.3.3 In the event that it is considered there are wholly exceptional circumstances which make it necessary to exercise the provision set out in 7.3.2 above then

the Pay Body will take external independent advice in accordance with paragraph 9.3 of the STPC Document before agreeing to such a decision.

7.4 Acting allowances for an acting Head teacher / Principal, acting Deputy Head teacher, acting Assistant Head teacher or a teacher acting up in a TLR post

- 7.4.1 In the prolonged absence of the Head teacher / Principal, a Deputy Head teacher, an Assistant Head teacher or a TLR post holder, the Pay Body in consultation with the LGB may appoint a teacher to act up during the absence of the post holder. From the date that the Pay Body considers it necessary to make an acting appointment, the Pay Body will pay an allowance equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Pay Body on the HTPR for the Head teacher or the range of salaries for the Deputy or Assistant Head teacher or the level of TLR in question. The STPC conditions of employment for a Head teacher / Principal, Deputy or Assistant Head teacher will also apply to any person in receipt of such an acting allowance.
- 7.4.2 If, during any absence of the Head teacher / Principal, Deputy or Assistant Head teacher or a TLR post holder, the acting appointment is made and maintained for a period then the Pay Body will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 7.4.1 above. If no allowance is paid the Pay Body may reconsider the position at any time.

8. ADDITIONAL PAYMENTS FOR TEACHING STAFF

- 8.1 In the event that the Head teacher / Principal, following consultation with the teacher(s) affected, (or the Chair of the Pay Body following consultation with the Head teacher) decides to request teachers (or Head teacher) to undertake:
- CPD undertaken outside of the school day;
 - Activities relating to supporting the provision of ITT as part of the ordinary conduct of the school day; or
 - Out of school hours learning activities,
- Then payments as below may be made to teachers or Head teacher (subject to paragraph 10 of the STPC Document 2017), agreeing to participate in such activities.
- 8.2 The daily rate payable to each individual teacher /Head teacher undertaking such CPD or support of ITT activities and entitled to such a payment will be determined by the Pay Body. Periods of less than a day will be paid pro rata.
- 8.3 Where additional responsibilities and activities are undertaken by a teacher resulting from the Head teacher / Principal having responsibility for more than one school, as provided for in paragraph 7.1.7 of this policy, the Review Committee of the LGB will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Review Committee will be reported to the next meeting of the LGB.

9. UNQUALIFIED TEACHERS

- 9.1 The Pay Body may employ unqualified teachers/instructors in the school. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPC Document.
- 9.2 The point on the Pay Body's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPC Document, at which a new appointment will be paid, will be determined by the Head teacher / Principal, in consultation with the Chair of the LGB, and will take account of the qualifications and experience considered to be relevant to the post to which the person is appointed.
- 9.3 In addition to the appropriate point on the unqualified teachers' pay range the Head teacher / Principal, in consultation with the Chair of the LGB, may award an additional annual allowance in accordance with paragraph 22 of the STPC Document to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility or who s/he believes has additional qualifications and/or experience to warrant such an award.
- The Head teacher / Principal will report any award of such an allowance to the Review Committee of the LGB.
- 9.4 The same arrangements for salary progression for teachers will also apply to unqualified teachers.
- 9.5 The same safeguarding arrangements will apply to an unqualified teacher as to other teachers, i.e. if as a result of changes to the STPC Document, the Pay Body's pay policy or staffing structure of the school an unqualified teacher would be paid a lower salary his/her salary will be protected for a period up to 3 years from the date of the change subject to the provisions of the STPC Document.

10. SALARIES OF SUPPORT STAFF

- 10.1 On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be evaluated in accordance with an approved scheme. Advice will be sought from persons engaged by the Pay Body to advice on an approved evaluation process.
- 10.2 The Head teacher / Principal, in consultation with the Chair of the LGB, will determine the appropriate point on the evaluated range having regard to:
- i) relevant qualifications and/or competencies; and
 - ii) recruitment/retention needs of the school in respect of the post

The decision of the Head teacher / Principal will be reported to the Review Committee of the LGB.

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

11. SALARY SACRIFICE SCHEME

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

12. THE LIVING WAGE

- 12.1 The Diocese of Norwich Education and Academies Trust formally endorses paying the Living Wage. It encourages each of its Academies to consider paying the Living Wage (see <http://www.livingwage.org.uk/>)

13. REVIEW OF THE POLICY

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

ANNEX A - PROCEDURE FOR A REVIEW OF A SALARY DETERMINATION OR A PERFORMANCE MANAGEMENT DECISION BY THE REVIEW COMMITTEE (PERSONNEL COMMITTEE FOR HEADTEACHER / PRINCIPAL) OF THE PAY BODY

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

1. Case for the employee

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

The employee or representative:

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

2. The Chair of the Review Committee (Personnel Committee for Headteacher / Principal):

- a) Explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the employee.
- b) If the Review Committee has asked the Head teacher (or a governor as referred to in Note 3 below) to be present at the hearing the Head teacher (or governor) may be asked questions by the members of the Review Committee, and the employee or representative. (For a Headteacher / Principal review this would be the Trust officer leading the performance management process).

3. Summing up and withdrawal

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

4. Review Committee (Personnel Committee for Headteacher / Principal) decision

- a) The Review Committee / Personnel Committee and the person who is advising, if other than the Head teacher or a governor, are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve both parties.
- b) The chair of the Review Committee / Personnel 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 / Personnel Committee and the employee will have the following documents; -
 - the written statement of reasons for the recommendation/decision previously provided to the employee
 - the written statement of reasons for the application for the review from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).
 - any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.
 2. For the purposes of the review, the Review Committee may ask the Head teacher (or in accordance with note 3 below, a governor) to be present. In that event the Head teacher (or governor) may also be asked questions by the members of the Review Committee and by the employee or his/her representative. The Head teacher (or governor) may not be involved in the decision of the Review Committee.
 3. Where the Head teacher has asked for the review, the Personnel Committee may ask the Trust lead officer, the Chair of the LGB or a representative of the governors referred to in 2.8.1 above to be present.
 4. The Review Committee may have an adviser present.
 5. The review is not an appeal against the recommendation/decision.
 6. Where a teacher is seeking a review against a recommendation about the Threshold Application or an appraisal decision of the Head teacher, the same procedure will be used with the Head teacher taking the role of the Review Committee. The Head teacher may have an adviser present, who may not be an employee of the Pay Body.

ANNEX B - PROCEDURE FOR AN APPEAL AGAINST A SALARY OR PERFORMANCE MANAGEMENT DECISION OF THE REVIEW COMMITTEE (PERSONNEL COMMITTEE FOR HEADTEACHER / PRINCIPAL) TO THE REVIEW APPEAL COMMITTEE OF THE PAY BODY

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

The Appeal of the employee

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

The employee or representative:

- a) introduces the employee's written reasons for the appeal and the representative of the Review / Personnel Committee and then members of the Review Appeal Committee may ask questions of the employee.
- b) may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give, and each witness may be asked questions by the representative of the Review /Personnel Committee and then by the Review Appeal Committee.

The response of the Review / Personnel Committee

The representative of the Review / Personnel 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 / Personnel 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 / Personnel Committee.
- b) May call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the employee or his/her representative and then by the Review Appeal Committee

3. Summing up and withdrawal

- a) The representative of the Review / Personnel Committee has the opportunity to sum up if s/he so wishes.
- b) The employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- c) All persons other than the Review Appeal Committee and its adviser (see note 4 below) are then required to withdraw.

4. Review Appeal Committee decision

- a) The Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
- b) The Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing.

- Notes:
1. *For the purposes of the appeal, the Review Appeal Committee will have the following documents:*
 - *the written statement of reasons for the Review / Personnel Committee decision previously provided to the employee*
 - *the written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).*
 - *any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
 2. *For the purposes of the appeal, the Review Committee representative may call the Head teacher (or in accordance with note 3 below, a governor) as a witness for the Review Committee. In that event the Head teacher (or governor) may be questioned as a witness.*
 3. *Where the Head teacher has asked for the review the representative of the Personnel Committee may call the Trust lead officer, the Chair of Governors and/or one of the governors referred to in paragraph 2.8.1 of the policy above as a witness.*
 4. *The Review Appeal Committee may appoint an adviser who may not be an employee of the Pay Body.*
 5. *Where a teacher is appealing against a determination of the Threshold Application or an appraisal decision the same procedure will be used with the Head teacher taking the role of the representative of the Review Committee. The Review Appeal Committee may have an adviser present who may not be an employee of the Pay Body.*

ANNEX C- ACCESS TO THE TEACHERS' UPPER PAY RANGE

For an Employee to progress through threshold and on to the upper pay range the local governing body through the recommendation of the Headteacher / Principal must be satisfied that the applicant has successfully demonstrated:

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

Within the academy this means that the teacher has consistently demonstrated that s/he meets all the teachers' standards, both in terms of teaching and personal and professional conduct, over a sustained period. In addition, s/he has been assessed as meeting his/her performance management objectives over a sustained period and:

- all teaching has been rated as at least good overall when applying to go through the threshold, with some outstanding teaching being evidenced at UPS1 and UPS2, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support students so that almost all achieve in line with the Academy's expected levels of progress/achievement and some exceed them;
- the teacher has consistently taken responsibility for identifying and meeting his/her own professional development needs and used their learning to improve their own practice and students' learning;
- the teacher has demonstrated that s/he has made an impact on the academy beyond their own class/group(s) over a sustained period. This may include
 - demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;
 - contributing to policy and practice which has improved teaching and learning across the academy;
 - contributing to improving teaching and learning across DNEAT working with other academy staff
- the teacher has met the following standards which are relevant to teachers applying to go through threshold as well as those who may be eligible to progress on the upper pay range:
 1. Contributed significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.
 2. Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
 3. Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
 4. Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.
 5. Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
 6. Have sufficient depth of knowledge and experience to be able to give advice on the development and well-being of children and young people.
 7. Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
 8. Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
 9. Promote collaboration and work effectively as a team member.
 10. Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback. This does not imply any requirement that the teacher should have carried out additional responsibilities or participated in out-of-hours activities on a voluntary basis.

Sustained means maintained continuously over a period of two consecutive successful appraisal reviews. It is normally expected that this will include at least one year with the Trust, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.

ANNEX D - TEACHERS: RECRUITMENT AND RETENTION ALLOWANCES OR BENEFITS

In line with DNEAT's Scheme of Delegation the Local Governing Body, in response to a request from the Principal may, on a case-by-case basis, authorise a payment or incentive to secure the recruitment, and/or to retain the services, of a teacher. All authorised payments must be reported to the Trust's Chief Executive Officer and Personnel Committee.

In recommending and authorising such a payment, the following factors will be considered:

- There is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience;
- There is a need to retain the skills, qualifications or experience of an individual;
- Whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school;
- Available financial resources;
- Market forces.

The level of payment should be determined taking in to consideration the individual circumstances of each situation giving due regard to the factors outlined above.

There is an expectation that the maximum payment authorised by the Local Governing Body is £5,000 per annum and the maximum period over which this can continue without review is two years.

A payment can be extended following a review by the LGB having been recommended by the Principal/Governing Body. There is no limit to the number of occasions such a payment may be reviewed.

In exceptional circumstances the Local Governing Body of the academy can make a recommendation to the Trust Board for approval to pay a recruitment or retention payment that exceeds the maximum payment and/or the maximum period over which the payment can be made.

Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.

Any such payment will be confirmed in writing, including details of:

- whether it is for the purpose of recruitment or retention;
- the nature of the payment or incentive;
- if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time;
- the basis for any uplifts where applicable;
- the date which the payment/incentive will be reviewed;

Where an employee is relocating it may be appropriate for the governing body to consider a relocation allowance in line with the Trust's Relocation Policy rather than a recruitment incentive.

ANNEX E

THE SALARY POINTS AND PROGRESSION ON THE MAIN, UPPER AND UNQUALIFIED TEACHER PAY RANGES AND TEACHING AND LEARNING RESPONSIBILITY AWARDS

The Trust aims to reward teachers who impact on their academy's achievement in regards to the pupils within the academy.

Teachers on the Main, Upper and Unqualified Teacher Pay Scale will have their salary reviewed annually in accordance with paragraph 6 of the main pay policy against the overall aims of the Trust and in accordance with the criteria which a teacher needs to meet to achieve salary progression. Decisions regarding annual pay progression within the relevant ranges, set out below, will be made with reference to teachers' performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be consistent with the outcomes from the NQT induction process.

The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity, over a number of years, to progress to the maximum of their respective pay range.

Main Pay Range for Qualified Teachers

Point	£
Point 1 (Minimum)	£25,971
Point 2	£27,876
Point 3	£29,940
Point 4	£32,096
Point 5	£34,441
Point 6 (Maximum)	£37,331

Upper Pay Range for Qualified Teachers

Point	£
Point 1 (Minimum)	£39,351
Point 2	£40,525
Point 3 (Maximum)	£42,020

Leading Practitioner Pay Range

Point	£
Point 1 (Minimum)	£42,826
Point 2	£43,899
Point 3	£44,994
Point 4	£46,116
Point 5	£47,263
Point 6	£48,449
Point 7	£49,753
Point 8	£50,901

Point 9	£52,173
Point 10	£53,512
Point 11	£54,901
Point 12	£56,166
Point 13	£57,570
Point 14	£59,005
Point 15	£60,476
Point 16	£62,082
Point 17	£63,508
Point 18 (Maximum)	£65,106

Pay Range for Unqualified Teachers

The Trust Academies have one salary band for unqualified teachers:-

Point	£
Point 1 (Minimum)	£ 18,419
Point 2	£ 20,532
Point 3	£ 22,644
Point 4	£ 24,752
Point 5	£ 26,888
Point 6 (Maximum)	£ 29,022

Decisions on performance pay progression will be based on an assessment of the overall performance of the teacher undertaken as part of the annual performance review.

A teacher will be eligible for annual performance pay progression of one increment where they:

- 1) have been assessed as meeting the Teachers' Standards; and
- 2a) have had their teaching assessed as at least good overall during the assessment period; and
- 2b) Upper Pay Range teachers will be expected to continue to meet the requirements for progression to that range and demonstrate increasing levels of outstanding teaching overall; and will continue to meet the specific standards as set out in Annex 3 for Upper Pay Range teachers; and
- 3) Have been assessed as meeting the requirements of their job description/job role; and
- 4) meet their individual performance management objectives (consideration will be given where significant progress towards the achievement of their individual performance management objectives has been made but factors beyond the teacher's control have impacted on their ability to meet their objectives); and
- 5) Have demonstrated a personal responsibility for identifying and meeting their personal professional development review needs.

The evidence which will be considered in assessing performance will include:

- student progress data;
- quality of teaching against the Teachers' Standards, including observed practice;
- self-assessment;
- professional dialogue;
- received feedback;
- performance management statements;

- CPD records.

And in the case of Upper Pay Range, evidence of his/her contribution beyond his/her own classroom and the impact on the wider school as defined in the specific standards set out in Annex 3 for Upper Pay Range teachers. Upper Pay Range teachers will not be required to take responsibility and accountability for subject areas or manage other teachers without an appropriate TLR payment. In cases of exceptionally high performance the reviewer may recommend that the teacher may be awarded an additional point where there is scope to do so within their scale (i.e. UQT 1-6, main scale 1-6 or UPS 1-3). To achieve this the teacher will have exceeded his/her objectives set out in their performance management statement and will performing at a level in excess of the level of the band above which they are currently paid. The Headteacher / Principal should set out the rationale for a recommendation of this nature to the relevant committee of the Local Governing Body for their authorisation and this should be reported to the Trust.

Teaching and Learning Responsibility (TLR)

Academies will need to agree with the Trust its plans for payment of TLRs to enable consistent application of the principles below across the Trust's academies.

Having decided to award a TLR, the academy must determine whether to award a first TLR (TLR1) or a second TLR (TLR2) and its value, in accordance with the school pay policy, provided that: (a) the annual value of a TLR1 must be no less than £9,120 and no greater than £15,433 (b) the annual value of a TLR2 must be no less than £3,160 and no greater than £7,719.

The academy may award a fixed-term third TLR (TLR3) to a classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of an individual TLR3 must be no less than £628 and no greater than £3,116. The duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3

All TLR payments to be ratified by the Trust before any offer or payment is made to ensure consistency and equity across the Trust.

The above is summarised in the table below:

Teaching and learning responsibility (TLR) payments		
	Minimum	Maximum
TLR 1	£ 9,120	£ 15,433
TLR 2	£ 3,160	£ 7,719
TLR 3	£ 628	£ 3,116

ANNEX F

TEACHERS: THE APPOINTMENT OF LEADING PRACTITIONERS

The Academy may decide to appoint teachers to a Leading Practitioner's post in the staffing structure. Prior to recruiting for a Leading Practitioner, the Headteacher / Principal will produce a job description and person specification for the new role and ensure this is discussed with representatives of the LGB and Trust. The job description will include whether the role involves working in more than one Academy, and to whom the teacher reports and to whom s/he is accountable.

In accordance with the STPC the Leading Practitioner will be paid within a specified range, which will consist of either three points or five points on a scale, within the minimum and maximum range set out in the STPC Document.

Leading Practitioner roles may be paid on different salary ranges and the Local Governing Body will give due regard to the scope and challenge of the individual role in determining an appropriate range.

The Local Governing Body will also give due regard to the pay differentials within the Academy and under normal circumstances the maximum point on the range should not be higher than the mid-point of the lowest range of any Assistant Principal employed within the Academy.

ANNEX G
SALARY RANGES AND ARRANGEMENTS FOR TEACHERS PAID ON THE
LEADERSHIP GROUP RANGE

Point	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
1	£42,616	£42,616	£42,616	£42,616	£42,616	£42,616	£42,616	£42,616
2	£43,684	£43,684	£43,684	£43,684	£43,684	£43,684	£43,684	£43,684
3	£44,773	£44,773	£44,773	£44,773	£44,773	£44,773	£44,773	£44,773
4	£45,888	£45,888	£45,888	£45,888	£45,888	£45,888	£45,888	£45,888
5	£47,031	£47,031	£47,031	£47,031	£47,031	£47,031	£47,031	£47,031
6	£48,212	£48,212	£48,212	£48,212	£48,212	£48,212	£48,212	£48,212
7	£49,509	£49,509	£49,509	£49,509	£49,509	£49,509	£49,509	£49,509
8	£50,652	£50,652	£50,652	£50,652	£50,652	£50,652	£50,652	£50,652
9	£51,916	£51,916	£51,916	£51,916	£51,916	£51,916	£51,916	£51,916
10	£53,249	£53,249	£53,249	£53,249	£53,249	£53,249	£53,249	£53,249
11	£54,632	£54,632	£54,632	£54,632	£54,632	£54,632	£54,632	£54,632
12	£55,890	£55,890	£55,890	£55,890	£55,890	£55,890	£55,890	£55,890
13	£57,287	£57,287	£57,287	£57,287	£57,287	£57,287	£57,287	£57,287
14	£58,716	£58,716	£58,716	£58,716	£58,716	£58,716	£58,716	£58,716
15	£60,177	£60,177	£60,177	£60,177	£60,177	£60,177	£60,177	£60,177
16	£61,777	£61,777	£61,777	£61,777	£61,777	£61,777	£61,777	£61,777
17	£63,196	£63,196	£63,196	£63,196	£63,196	£63,196	£63,196	£63,196
18		£64,784	£64,784	£64,784	£64,784	£64,784	£64,784	£64,784
19		£66,391	£66,391	£66,391	£66,391	£66,391	£66,391	£66,391
20		£68,038	£68,038	£68,038	£68,038	£68,038	£68,038	£68,038
21		£69,721	£69,721	£69,721	£69,721	£69,721	£69,721	£69,721
22			£71,451	£71,451	71,451	£71,451	£71,451	£71,451
23			£73,221	£73,221	£73,221	£73,221	£73,221	£73,221
24			£75,037	£75,037	£75,037	£75,037	£75,037	£75,037
25				£76,902	£76,902	£76,902	£76,902	£76,902
26				£78,804	£78,804	£78,804	£78,804	£78,804
27				£80,758	£80,758	£80,758	£80,758	£80,758
28					£82,760	£82,760	£82,760	£82,760
29					£84,810	£84,810	£84,810	£84,810
30					£86,921	£86,921	£86,921	£86,921
31					£89,068	£89,068	£89,068	£89,068
32						£91,283	£91,283	£91,283
33						£93,550	£93,550	£93,550
34						£95,862	£95,862	£95,862
35						£98,245	£98,245	£98,245
36							£100,678	£100,678
37							£103,180	£103,180
38							£105,734	£105,734
39							£108,310	£108,310
40								£111,013
41								£113,786
42								£116,638
43								£118,369

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

ANNEX H
SALARY RANGES FOR SUPPORT STAFF April 2021

SCP Scale number	Salary
1	£18,020
2	£18,380
3	£18,748
4	£19,122
5	£19,505
6	£19,895
7	£20,293
8	£20,698
9	£21,112
10	£21,535
11	£21,965
12	£22,405
13	£22,853
14	£23,311
15	£23,776
17	£24,736
18	£25,232
19	£25,736
20	£26,251
21	£26,776
22	£27,311
23	£28,018
24	£28,959
25	£29,873
26	£30,756
27	£31,659
28	£32,556
29	£33,239
30	£34,120
31	£35,075