



# The Duke of York's Royal Military School

## Pay and Reward Policy

**Date of Approval**

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**Approved By**

Col Andy Thorne

**Role**

Chairman of Trustees

**Signed**

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## **Pay and Reward Policy**

### **Section One: GENERAL POLICY STATEMENT**

#### **1.1 General Principles**

This policy sets out the framework for making decisions regarding the pay and reward for all staff employed at this School.

The aims of this policy are to:

- maximise the quality of teaching and learning at the School.
- support a culture of high performance for staff across the School.
- ensure the priorities and targets within the School Improvement Plan are fully supported.
- support the recruitment and retention of a high-quality workforce.
- enable the School to recognise and reward all staff appropriately and fairly for their contribution and achievements
- ensure all decisions on pay and reward are managed in a fair, just and transparent way.

The Board of Trustees will undertake to:

- Reward all staff appropriately recognising their contribution to the school as individuals and as valued members of the school team.
- Use the discretions and flexibility available within the various terms and conditions to recruit, reward and retain the highest quality staff according to the needs of the School.
- Ensure that appropriate funding is allocated for performance pay progression for all groups of staff.
- Ensure all staff are treated fairly and equitably under this policy.
- Communicate this policy and related procedures to all staff ensuring that any appeal or other concerns are managed promptly, fairly, and objectively.
- Ensure compliance with the principles set down by the Committee on Standards in Public Life<sup>1</sup> and to maintain objectivity and transparency.

The Board of Trustees will need to consider appropriate pay relativities and differentials when conducting pay reviews and should be mindful of the public sector equality duty in this regard.

All pay and reward decisions should fairly reflect staff responsibilities, achievements, and contributions throughout the school with regard to the relevant standards.

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<sup>1</sup> [http://www.public-standards.org.uk/Library/Seven\\_principles.doc](http://www.public-standards.org.uk/Library/Seven_principles.doc)

The Board of Trustees wishes to ensure that both promotion and development opportunities are widely available to all employees. The Board of Trustees will not promote staff through the grading system nor use other pay mechanisms to assist in securing an employee's improved pension entitlement on retirement.

The Board of Trustees will ensure that each member of staff has an up-to-date job description that accurately reflects the accountabilities of the post. In the case of teachers, job descriptions will reflect the requirements of the Teachers' Standards for England. All job descriptions will be reviewed annually as part of the School's performance appraisal process.

The Board of Trustees will make use of allowances, additional payments and other incentives permitted by the appropriate terms and conditions to reward all staff who undertaken additional responsibilities to a good standard of performance. This should be done through agreed personal and development plans.

## **1.2 Reference Documents**

In the operation of this policy the Board of Trustees will take such action to ensure compliance with all relevant employment legislation, statutory regulations and guidance documents and in particular the following:

- The Employment Rights Act 1996
- National Minimum Wage Act 1998
- National Minimum Wage (Amendment) Regulations 2012
- The Employment Relations Act 1999 and The Employment Act 2002,
- The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Employment Act 2002 (Dispute Resolution) Regulations
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Employment Act 2008`
- The Equality Act 2010
- EHRC Code of Practice on Equal Pay and Public Sector Equality Duty
- Agency Workers Regulations 2010
- The Education (School Teachers' Appraisal) (England) Regulations 2012
- School Teachers' Pay and Conditions Document 2013 and related regulations.

## **1.3 National and Local Agreements**

The Board of Trustees will abide by the requirements of all relevant national and local agreements with particular reference to:

- School Teachers Pay and Conditions Document, including due regard to relevant guidance documents and accompanying circulars.

## **1.4 Review of School Structure**

The Board of Trustees will review the School's staffing and salary structure and any related allowances annually but may do so at any time according to the needs of the

School. The Principal will lead on this process and will ensure there is full and proper consultation with all staff involved and all relevant recognised unions.

The Board of Trustees appreciates that changes to staff structures can be unsettling for staff causing concern and stress. Therefore, the Principal must ensure that the process is conducted sensitively and fairly and ensure effective communication and appropriate treatment of staff is maintained throughout with proper consideration for the work-life balance of all involved.

Where changes to the staffing structure affect teachers' pay they will be issued with a revised salary statement together with details of safeguarding (where appropriate).

## **Section Two: FRAMEWORK FOR PAY DECISIONS**

### **2.1 Delegation**

The Board of Trustees is ultimately responsible for all pay decisions affecting staff in this School.

The Board of Trustees will establish a committee to make pay decisions as determined by the terms of reference as set out below:

Determine and agree with the Board of Trustees the framework or broad policy for the remuneration of the School's Senior Leadership Team (SLT) and quality assure pay decisions made by the Principal.

### **2.2 Terms of Reference for the Business Committee**

(1) To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.

(2) To set the framework for an annual pay review for all staff and reach decisions through the application of any relevant criteria measured by the School's performance appraisal process via the Senior Leadership Team (SLT).

(3) To consider fully all recommendations for pay progression and any other relevant information made available. All movements up to be considered.

(4) To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within ten working days of the decision being made.

(5) To observe all statutory and contractual obligations.

(6) To recommend to the Board of Trustees changes to the policy and to consult with staff and recognised unions on those proposed changes.

(7) To seek advice from the Local Authority where appropriate.

(8) To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the Board of Trustees.

(9) To recommend to the Board of Trustees the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.

Membership of the Business Committee will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

### **2.3 Annual Pay Review:**

The Board of Trustees, via the Business Committee, will determine the budget to be set for pay, including pay progression for all staff.

An annual review of pay shall be conducted for all staff by the Business Committee in accordance with this Policy and will comply with equal opportunities, employment legislation and any instructions or guidance from relevant bodies such as the DfE. Pay will be assessed on the same basis for full and part time staff.

All decisions made by the Business Committee will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant, including any recommendation made by an employee's appraiser.

All decisions regarding pay progression should be made without undue delay.

These should be completed prior to the Autumn half-term for teaching staff and prior to or on 31<sup>st</sup> December for the Principal with the effective date being 1<sup>st</sup> September.

Pay progression for all staff is normally with effect from 1<sup>st</sup> September unless determined otherwise within the discretions of this policy.

Decisions relating to support staff eligible for salary progression will follow the same timeframes as the teachers' pay awards.

### **2.4 Notification to Staff**

The Chair of Trustees will confirm in writing any pay progression for the Principal. The Chair will also advise the Bursar of the decisions of the Business Committee which have been ratified by the full Board of Trustees.

The Principal will be responsible for notifying all other members of staff individually, including the Leadership Team in writing.

Notification to all qualified teachers will be given as a formal statement each year stating their salary and how it has been arrived at, as required by the appropriate STPC Document. All other staff should be given relevant and updated information, in writing regarding their salaries.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information on the basis on which it was made.

Further information/details regarding an individual's own pay can be obtained by a written request to the Principal.

## **2.5 Appeals**

Any member of staff may seek a review of any determination in relation to his/her pay or any other decision taken by the Board of Trustees (or a committee or individual acting with delegated authority) that affects his/her pay. The arrangements and process for this are set out in Appendix 4.

Prior to making an appeal, employees are encouraged to speak informally to their appraiser and Principal about any concerns they have with the pay recommendation which has been made.

## **2.6 Absence during the Pay Review Cycle**

Consideration will be given to adjust the pay review where a member of staff has had a significant period of absence during the pay cycle due to maternity leave, long term sick leave or disability related absences.

The precise nature of the adjustment will be determined on a case by case basis following discussion with the employee but may involve using evidence from previous cycles, part of the cycle or adjusted objectives.

Alternatively the pay decision may be deferred, with the agreement of the employee, until the employee's return to work to enable the individual to participate fully in the pay review process.

## **Section Three: PAY AND REWARD FOR TEACHERS**

### **Qualified Classroom Teachers (Main Scale and Upper Pay Range)**

The Board of Trustees will ensure decisions on pay and reward are consistent with the provisions of the School Teachers' Pay and Conditions document (STPCD) and take due account of any supplementary guidance issued by the DfE.

### **3.1 Basic Pay Determination on Appointment**

The pay range for a vacant teaching post will be determined by the Principal prior to the post being advertised. The Principal will determine the starting salary within the range determined for the position at the point the job offer is made. In making such determinations the following factors will be taken into consideration:

- the nature and demands of the post.
- the level of qualifications, skills and experience required.
- market conditions.
- the wider school context including its ethos and principles.

The School gives every regard to the current salary of a teacher appointed from another school. A teacher may be paid their current salary, however there is no assumption that a teacher will be paid at the same rate as they were in their previous school.

The salary ranges for the main, upper, unqualified, leading practitioner and leadership pay ranges are set out in Appendix 2.

### **3.2 Recruitment and Retention Incentives and Benefits**

The Board of Trustees may make an appropriate payment to a teacher (including the Principal) as considered necessary and subject to the overall limit on discretionary payments as an incentive for the recruitment or retention of a teacher. The Board of Trustees will determine a policy statement that will set out the criteria for such awards.

The Board of Trustees may also award other financial assistance, support, or benefits, including, for example travel costs, assistance with costs of care of dependants or other support where this may assist recruitment and/or retention of a teacher.

An incentive allowance, including other financial assistance, support or benefit made for the recruitment or retention of a teacher will be reviewed after a suitable period agreed with the teacher and this will be confirmed in writing in line with the School's policy.

All awards will be in line with the provisions of the STPCD and the School will ensure that due consideration will be given to the tax implications of any such benefits.

The Board of Trustees will review the level of payment of such individual awards on an annual basis.

### **3.3 Special Needs Allowances**

The Board of Trustees will make appropriate payment of special needs allowances, which will be awarded according to the criteria in the STPCD.

### **3.4 Teaching and Learning Responsibility Payments**

Teaching and Learning Responsibility Payments (TLRs) will be awarded to posts in the attached school staffing structure in accordance with the criterion, factors and other conditions as set out in the STPCD.

The number and nature of TLRs will be determined by consideration of the School's improvement plan and associated priorities whilst ensuring the School keeps within its agreed budget.

Where a TLR is awarded on a temporary basis, for example to cover for maternity or sick leave the Board of Trustees will ensure the reason and length of that period is clearly set out in a revised pay statement.

The School may award a TLR3 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The Board of Trustees 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.

### **3.5 Additional Payments**

The Board of Trustees will use the discretion available to make appropriate additional payment to teachers, including the Principal in the following circumstances;

- a) undertaking continuing professional development outside the school day.
- b) activities relating to the provision of initial teacher training as part of the ordinary conduct of the School.
- c) participation in out-of-school learning activities.



- d) additional responsibilities and activities relating to the raising of educational standards in one or more additional schools.

Payments to part-time teachers will be made through the existing mechanisms of supply/additional hours' payments up to full-time.

Agreement to participate in out of school hours learning activities will be documented to set out the work expected and the rate of payment.

### **3.6 Pay Progression Based on Performance**

In this School all teachers will receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. These arrangements are set out in the School's appraisal policy. The School will ensure that appraisal reviewers have undertaken appropriate training.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the key pay recommendations they contain. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

In the case of Early Career Teachers (ECTs) whose appraisal arrangements are different, pay decisions will be made with reference to the requirements of the statutory induction process.

To be fair and transparent, assessments of performance will be properly rooted in evidence. The Principal will ensure fairness by reviewing and moderating all pay decisions prior to confirmation, thus ensuring a consistent application and interpretation of criteria and evidence. Where differentiated or accelerated pay progression is awarded such decisions will be rooted in evidence and applied equitably.

Appendix 2 sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions.

The general expectation for a teacher to progress within the main pay range is evidence of consistently good teaching and learning. Pay reviews for teachers on the main pay range will normally be completed annually.

The general expectation for teachers on the upper pay range is that the evidence will demonstrate aspects of outstanding teaching and learning. Performance reviews for teachers on the upper pay range will be completed annually and this may include consideration of any possible future pay implications, however pay progression on the upper pay range will normally be awarded every two years subject to the evidence meeting the criteria.

All teachers should be able to demonstrate evidence of appropriate pupil progress in line with national standards. Other factors, including evidence of the Teacher's Professional Standards (TPS) relevant to the criteria for the range may also be important in making sound pay decisions and this should be discussed as part of the appraisal process.

The evidence necessary for considering pay progression will usually be available through performance appraisal and other established management systems. In certain circumstances where evidence is not readily available the Principal may request that the teacher provides this.

Where a teacher has joined the School part way through an appraisal cycle the pay decision will be based on the evidence from the teacher's time at the School. Additionally, the Principal may, if deemed appropriate, seek further evidence from the previous school in order to make a fair and justifiable pay decision.

All teachers' appraisals will contain a written report summarising the teacher's performance against objectives and teacher standards. This report will include a recommendation on pay progression. This recommendation will be made by the Principal.

Final decisions regarding the pay decision will be made by the Board of Trustees for positions on the Leadership scale and by the Principal for all other teachers. All decisions will have due regard to the appraisal report including the recommendation and will take into account any advice from the Senior Leadership Team (SLT) of the School.

If possible teachers will be notified of the outcome of their pay decision before 1<sup>st</sup> September but in all cases this will be completed by the Autumn half term each year. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and may be backdated should the pay decision not have been made by this date.

The Board of Trustees will consider its approach in the light of the School budget and ensure that appropriate funding is allocated for pay progression at all levels.

### **3.7 Movement to the Upper Pay Range.**

#### **Applications and Evidence**

All qualified teachers may apply to be paid on the upper pay range and any such application will be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

A teacher can only submit one application for progression to the upper pay range in any school year unless there are exceptional circumstances.

All applications should include the results of the two most recent reviews or appraisals, including any recommendation on pay. A teacher may enclose any additional evidence to support their application. Where information from previous reviews is either not available or applicable the teacher may submit a statement and summary of evidence designed to demonstrate that the teacher meets the assessment criteria.

The School deadline for submitting an application is by the Autumn half-term.

If a teacher is simultaneously employed at another school or schools they may submit separate applications if they wish to be paid on the upper pay range in that employment. This School will not be bound by any pay decision made by another school.

The Board of Trustees, via the Business Committee will accept the Principal's assessment of eligible teachers against the national standards to enable them to move on to the upper pay range subject to prevailing national regulations.

Teachers who have had a break in service or a significant period of absence from work may submit additional evidence from a previous period if this is relevant to the assessment.

All applications must be submitted to the Principal using the School's Upper Pay range proforma.

### **The Assessment**

An application from a qualified teacher will be successful where the Principal is satisfied that:

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

For the purposes of this policy the following terms are defined:

- **highly competent:** consistently good teaching and learning with some evidence of outstanding practice in a key area of the professional standards, evidence of being able to give advice and mentoring to others on effective teaching practice and how to make a wider contribution to the work of the school to help others meet the professional standards and develop their teaching practice.
- **substantial:** of real importance, validity, and value to the school; evidence the teacher plays a critical role in the life of the school; provides a role model for teaching and learning; makes a distinctive contribution to the raising of pupil standards; takes advantage of appropriate opportunities for professional development and uses the outcomes effectively to improve students' learning.
- **sustained:** means sustained over the review period, normally two years or a significant part thereof.

### **Processes and procedures**

The application will be assessed against the above criteria and the teacher will be informed by the Principal in writing, within 15 working days following the deadline for receipt of the application.

Where progression to the upper pay range is awarded this will take effect from the 1<sup>st</sup> September.

In normal circumstances the teacher will move to the minimum salary of the upper pay range however there may be circumstances where it is considered appropriate to move the teacher to a higher value within the range. This decision will be made by the Principal and will be based on the following considerations:

- the nature and impact of the responsibilities undertaken by the teacher.
- the level of qualifications, skills and experience demonstrated by the teacher.
- the level of performance against the standards demonstrated by the teacher.

However, all decisions will be reviewed before confirmation to ensure the award is fair, consistent and fulfils the employers' legal duties with regard to equal opportunity and equal pay for equal value etc.

If unsuccessful, the teacher will receive feedback by the Principal and this will be given as soon as possible but no later than 15 working days of confirmation of the decision.

A teacher may appeal against a decision not to move the applicant to the upper pay range, and this will be held in accordance with the School's procedures for hearing pay appeals.

The criteria for pay determinations and progression are set out in Appendix 2.

### **3.8 Part time teachers**

Teachers employed on an ongoing basis at the School but who work less than a full working week are deemed to be part-time. The Board of Trustees will ensure the teacher is issued with a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the School's timetabled teaching week for a full time teacher in an equivalent post.

### **3.9 Leading Practitioner Posts**

The Board of Trustees will determine the need for a Leading Practitioner position in the school. Consideration will be given as to whether any current Advanced Skills Teachers in post within the school have the necessary skills and experience for such a role.

In the event a Leading Practitioner post is established this will be set out in the staffing structure of the school and appointment will be made in accordance with the School's recruitment procedure.

The pay range for Leading Practitioner appointments and criteria for pay determinations and progression are set out in Appendix 2.

### **3.10 Short Notice/Supply Teachers**

Teachers who work on a day-to-day or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers. Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by 195 and multiplied by the number of days worked.

Teachers who work less than a full day will be hourly paid and will also have their salary calculated as an annual amount.

Any teacher engaged on a supply basis, where eligible will have their performance pay progression awarded on a proportionate basis in the same way as other teachers in the School who have been absent for a significant part of the pay period (see paragraph 2.6)

### **3.11 Unqualified Teachers**

#### *Pay on Appointment*

The Principal will determine where a newly appointed unqualified teacher will enter the range for unqualified teachers, having regard to any qualifications or experience s/he may have, which they consider to be of value.

The Principal may consider making an appropriate additional allowance where there are sound and justifiable grounds for so doing.

Whilst regard will be given to the current salary of a teacher appointed from another school there is no assumption that a teacher will be paid at the same rate as they were in their previous school.

#### *Pay Progression*

In order to progress up the unqualified teacher range, unqualified teachers will need to show evidence of a successful appraisal with evidence of appropriate teaching and learning outcomes in line with national standards.

Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Business Committee will be able to objectively justify its decisions.

Appendix 2 sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions.

Where possible teachers will be notified of the outcome of their pay decision just after Autumn half term each year. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and may be backdated should the pay decision not have been made by this date.

### **Section Four: PAY AND REWARD FOR SUPPORT STAFF**

#### **4.1 Support Staff**

Support staff will be paid in accordance with a locally agreed pay framework known as the DOYRMS pay scales.

The Board of Trustees recognises the value of job evaluation as a means of assessing the grade of a job in a fair and consistent way. This enables the School to fulfil its legislative and other employer obligations for equal pay for equal value as well as the need for a 'felt fair' grading structure.

The Board of Trustees will therefore use any benchmark job descriptions supplied by ACAS and other providers in establishing or reviewing the grade for a job.

#### **4.2 Pay Progression and Additional Awards**

The Board of Trustees will ensure that suitable arrangements are in place to assess the total contribution of all support staff and will use this assessment to determine annual pay decisions in accordance with the School's pay framework.

Appendix 3 of this policy sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions for support staff.

In usual circumstances the necessary evidence for pay progression will be available through the performance appraisal system.

The Board of Trustees will ensure that suitable arrangements are in place to review the performance of support staff and will use this assessment to determine annual pay decisions in accordance with the School's pay framework.

### **4.3 Additional Considerations the grading of Support Staff posts**

Where a member of staff achieves a work-related qualification (for example as a HLTA) that entitles him/her to be paid at a higher grade for those duties the School will endeavour, where possible to engage the employee in the higher graded duties for the duration of their working hours in School rather than use a split contract arrangement.

Where a member of support staff holds two or more contracts at differing grades, for example HLTA and Teaching Assistant the School may consider paying the higher grade for all work undertaken if it can be reasonably held that the employee would be using their higher level skills consistently in all their roles.

### **4.4 Payments for Additional Hours**

The Board of Trustees will make appropriate payments to Support Staff undertaking additional hours, for example attending INSET and Out of School Learning Activities in accordance with the relevant scheme of terms and conditions

## **Section Five: LEADERSHIP GROUP**

### **5.1 Leadership Group Pay**

The Board of Trustees will confirm the membership of the School's Leadership Team and the salary scales will be determined by the Business Committee for the leadership team, including the Principal taking into due account the respective level of responsibilities, recruitment and retention issues, internal differentials throughout the School and affordability. Only teaching staff can be paid on the Leadership Scale.

The Business Committee will review the salary scales for members of the Leadership team as appropriate within the requirements of the Teachers' Pay and Conditions document.

Pay reviews for Leadership posts will be normally undertaken by the Business Committee on an annual basis as soon as possible after 1<sup>st</sup> September but no later than 31<sup>st</sup> October. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and may be backdated where required..

Annual pay progression within the salary scale for a Leadership post is not automatic. The criteria and process for such decisions are set out in Appendix 2.

The Business Committee may request information from the performance appraisal review process as well as evidence of performance in other relevant areas to inform its decision.

The Principal may advise the Business Committee regarding the pay progression for other members of the Leadership team, but will do so in accordance with the regulations and statutory guidance.

The Business Committee is entitled to seek the advice of other relevant professionals regarding the pay progression of the Principal.

## **Section Six: PAY AND REWARD ISSUES FOR ALL SCHOOL STAFF**

### **6.1 Salary Safeguarding**

In circumstances where a teachers' salary is reduced through no fault of his/her own, including the removal of a TLR or the reduction in the value of a TLR, then the School will safeguard the teacher's original salary. This will be on a cash sum basis for a period of up to three years in accordance with the terms of the STPCD. TLR 3 payments are exempt from any safeguarding arrangement.

The Board of Trustees will notify the teacher of the details of any such safeguarding at the earliest opportunity and in any event within one month of the decision being made.

In these circumstances the Principal may assign the teacher to undertake such reasonable duties to the value of the cash sum safeguarded taking due account of the teacher's skills and experience. If such duties are reasonably assigned and the teacher declines to undertake them then the teacher will be issued with one month's notice to terminate the salary safeguarding.

For all other staff, the School will follow the same regulations as teaching staff safeguarding of an employee's salary where it is reduced through no fault of the employee.

## **Section Seven: POLICY REVIEW**

The Board of Trustees will monitor the implementation, outcomes, and impact of this policy annually in consultation with staff and recognised unions.

In particular the Board of Trustees will monitor the position with regard to part time staff to ensure that pay progression opportunities are equitable

Staff will be informed of any changes made to this policy at the earliest practicable opportunity.

## **Appendix 1: Procedures for Reaching Pay Decisions**

### **Pay Decision by Committee of Trustees**

A Business Committee of at least three Trustees will be convened to consider decisions regarding the pay and reward for staff of the School. The terms of reference for this committee are set out on page five.

The Agenda and paperwork for the Committee meeting must be distributed one week in advance unless the Chair of the Committee decides otherwise and that the principle of natural justice will not be compromised.

The employee must be informed of a date when a decision is to be made and given the opportunity to submit any additional evidence to be considered

All pay decisions must be properly rooted in evidence which must have been shared with the employee promptly at the time when the information became available.

The Committee will consider the appraisal statement and any recommendations of the Principal. The Principal is entitled to put forward the context and rationale for each recommendation and to advise the Committee on related issues.

The Principal is entitled to discuss the position with the employee prior to the Committee meeting. However, it must be emphasised that the decision is the responsibility of the Committee who may or may not accept a recommendation from the Principal or the relevant Appraiser

The Principal must withdraw whilst the Committee considers his/her pay position and also that of any Vice Principal or any Assistant Principal if it is felt it could influence the remuneration of the Principal.

The Committee is entitled to adjourn at any point if it is felt that further information is required. The Committee should reconvene at the earliest opportunity following this additional information being made available.

All decisions of the Committee must be properly recorded and retained. All decisions will be confirmed in writing within 10 working days of the decision being made, with details of the arrangements for any appeal.

The Principal, with the agreement of the Committee may communicate the decision verbally to the member of staff prior to written confirmation being issued. The employee may request a meeting to discuss the decision informally. This will not preclude the employee from exercising their right to appeal.



## **Appendix 2: Criteria for performance-based progression for Teachers**

### **Criteria for Pay Progression**

Teachers must be able to demonstrate sound evidence of consistently good teaching and learning. There will be good evidence across the professional standards including a clear and positive impact of Continued Professional Development (CPD) on practice. Student progress will be at least in line with national standards.

#### **Further details of relevant criteria for example:**

- An increasing positive impact on student progress
- An increasing impact on wider outcomes for students
- Improvement in specific elements of practice identified to the teacher
- An increasing contribution to the work of the School
- For teachers with line management responsibilities – an increasing impact on the effectiveness of staff and colleagues

#### **Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation
- other evidence

Where the evidence confirms performance has met this criteria then the teacher would normally expect to progress to the next reference point.

### **Criteria for Pay Progression**

To progress within the upper pay range a teacher will need to demonstrate evidence that they have continued to meet the criteria for moving onto the upper pay range and they have further developed their practice with a greater depth and breadth of evidence against the professional standards.

#### **Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

### **Criteria for Pay Progression**

Progression on the unqualified teacher range requires evidence to the same level as that expected for a teacher on the main pay range. Where an unqualified teacher is in receipt of an additional allowance that takes their salary above the maximum value of the main pay range (MPR) then the performance expectation will be in line with that expected for teachers on the upper pay range (UPR).

#### **Further details of relevant criteria for progression, for example:**

- an improvement in teaching skills
- an increasing positive impact on student progress
- an increasing impact on wider outcomes for student
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the School.

### **Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

### **Criteria for Pay Progression**

Further details of relevant criteria for progression e.g.

- The Leading Practitioner is an exemplar of teaching skills which should impact significantly within the wider School
- The Leading Practitioner has made a substantial impact on the effectiveness of staff and colleagues
- That the Leading Practitioner has shown strong leadership in developing practice within the school which has contributed to school improvement

### **Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation
- other evidence

There is currently no provision for a Leading Practitioner position within the School staffing structure however the Board of Trustees will keep this under review and will determine and communicate the role requirement, salary range and criteria for performance pay progression in good time prior to any recruitment to the post.

### **Leadership Group:**

Those on the leadership spine play a critical role in the life of the School. They inspire confidence in those around them and work with others to create a shared strategic vision which motivates student and staff. They take the lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others. They have the confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

To achieve progression, the STPCD requires individuals on the leadership spine to have demonstrated sustained high quality of performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

A successful performance appraisal review, as prescribed by the appraisal regulations, will involve a performance appraisal management process of:

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

To ensure that there has been high quality performance, the performance review will need to assess that the teacher has grown professionally by developing their leadership and (where relevant) teaching experience.

### **Appendix 3: Criteria and Awards for performance-based progression for Support Staff**

This School will award pay progression in accordance with the percentage increase determined by the Teachers' Pay Award.

#### **Criteria for Pay Progression**

Further details of relevant criteria for progression within each rating:

- Performance Improvement Required
- Achieved the Required Standards
- Performance above the Required Standard
- Outstanding Performance

#### **Examples of Evidence**

- performance objectives
- lesson observations (where relevant)
- other evidence

### **Appendix 4: Procedure for Considering Pay Appeals**

#### **The Pay Appeals Committee**

##### *Setting up an Appeal Hearing*

The School will appoint a committee of at least three Trustees (and in any event the same number or more than the Business Committee) to consider any pay appeal lodged by a member of staff that is in accordance with the following requirements.

Trustees who may have a pecuniary interest or a conflict of interest or who have had prior involvement in the pay decision cannot be appointed to this committee or participate in any related monitoring process.

Within 10 working days of receipt of the written confirmation of the Business Committee's decision an employee, who is dissatisfied with the decision, may register a formal appeal in writing to the clerk to the Board of Trustees.

The allowable grounds for appeal are that the person or committee by whom the pay decision was made -

- incorrectly applied any provision of the relevant national or local terms and conditions of service;
- failed to have proper regard for any applicable statutory guidance;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased;
- otherwise unlawfully discriminated against the employee

Prior to an appeal hearing the employee may also request an informal meeting with the Principal to discuss the decision and the reasons in more detail. In the case of the Principal being dissatisfied regarding his/her pay decision then an informal meeting with the Chair of the Committee should be arranged.

Upon receipt of the appeal notice the Clerk will convene an appropriate Appeals Committee within 20 working days of receipt of the appeal being registered. Appeal hearings will be held at a reasonable time during the working day with proper consideration of the work-life balance of all involved.

The Chair of the Business Committee should discuss the position with the Principal before establishing the person who will be the school's presenting officer to the Appeal Committee.

The employee must submit to the Chair of the Appeal Committee any documentation in support of their appeal together with a summary of their case at least five clear working days prior to the Appeal Hearing.

If the school's presenting officer intends to rely on any evidence other than that considered at the Business Committee's meeting then this must be submitted at least five clear working days in advance.

The Appeal Committee may decide to accept additional evidence at any time if it is deemed in the interests of a fair and transparent decision.

The employee is entitled to be represented at the Appeal Hearing by a workplace colleague or trade union/professional association representative.

### ***The Appeal Hearing***

At the Appeal Hearing the Chair of the Committee should introduce the meeting and the persons participating. The Chair should ask the employee to confirm the reasons for the appeal and establish that all parties are adequately prepared.

The Chair should remind the parties that the purpose is to reach a, reasonable and objective decision in an atmosphere that is professional and conducive to good employee relations within the School.

The employee, or representative should then be invited to set out his or her case and may support this with documentary evidence or witness evidence where this has been submitted as required above.

At an appropriate point the Chair will invite the School's representative to question or challenge any of the evidence presented. Members of the Committee will then have the opportunity to ask any questions.

The School's presenting officer will then be invited to set out the School's case and may also rely on documentary or witness evidence where this has been submitted as required above.

The employee or his/her representative may then question or challenge the school's evidence at an appropriate point as determined by the Chair. Members of the Committee may then ask any questions.

To conclude both parties will be invited, if they wish, to make final summary statements with the employee allowed the final say.

The Committee will then adjourn to consider the evidence presented.

The Committee should endeavour to reach a decision that day and to communicate this directly to the parties. However, where this is not possible because the Committee wishes to deliberate further or seek further information then the parties should be informed that the decision will be communicated in writing at the earliest opportunity.

In the event that there is an adjournment to enable the committee to consider professional advice on a particular matter then upon resumption all parties will be informed of the nature of the advice and the decision reached.

As an alternative to either upholding or dismissing an appeal the Committee is entitled to refer the matter for reassessment by the Principal or the initial Business Committee. For example the Committee might wish the Principal to reconsider the position in the light of new information or to seek the advice of an additional independent advisor

### ***Communicating the Decision***

All decisions of the Appeals Committee must be confirmed in writing, within ten working days of the decision being made with a summary of the reasons and this will be the final stage in the Pay Appeal process. There will be no further stage in the appeal process.