

London Borough of Bexley - Model School Pay Policy 2023/24

The Governing Board of [insert school name] adopted this policy on [insert date] as consulted by London Borough of Bexley to relevant Trade Unions both Regional and Local to the Borough. This policy should be reviewed in line with any change to the STPCD, next revision date expected on or around September 2024

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Introduction

The School Teachers' Pay and Conditions Document ("The Document") requires schools, those that still adopt the document as conditions for teaching staff and local authorities to have a pay policy which sets out the basis on which they determine teachers' pay; the date by which they will determine the teachers' annual pay review; and the procedures for determining appeals. Maintained schools and local authorities must stay within the legal framework set out in the Document and in other relevant legislation that affects all employers (for example, legislation on equality, employment protection and data protection). All procedures for determining pay should be consistent with the principles of public life - objectivity, openness and accountability.

This policy sets out the framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the Document and has been consulted on with staff and the recognised trade unions.

In adopting this pay policy, the aim of the school or local authority is to:

- reward all staff appropriately within the budget available. It should be noted that the school will endeavour to budget for all available pay increments
- use the nationally agreed pay ranges, together with the discretions available to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay;
- ensure that all staff have confidence that they are receiving fair and equal treatment
- ensure that pay arrangements are transparent and communicated to staff
- support the school's development plan, current priorities and targets
- set clear procedures within which pay decisions are made so that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales
- ensure that all decisions on pay are made with due regard to the school's Appraisal and Capability procedures

Pay decisions at this school are made by the [Staffing/Pay Committee of the Governing Board.] [to be edited to the school's local arrangements if the committee is of a different name this needs to change throughout the document]

The committee will take decisions on pay after considering the recommendations of pay reviewers and the advice of the Headteacher.

(a) The committee will determine the pay and allowances of school teachers and support staff employed at the school in accordance with the terms of the Document and the School's scheme for non-teaching employees, including the effective dates for such payments, having regard to:

- (i) the levels of pay and allowances in place already
- (ii) the published Pay Policy of the Governing Board
- (iii) the staffing structure approved by that board
- (iv) the School Development Plan

(vi) the recommendations of the Headteacher

Section 1. Teacher's pay

All teachers employed at [insert school name] school are paid in accordance with the current provisions of the Document (as applied by this school). A copy of the latest version may be found on-line at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>

All pay-related decisions are made taking full account of the school development plan and appraisal policy. Teachers and unions have been consulted on this policy. All pay related decisions are taken in compliance with the relevant legislation, as amended:

The Staffing/Pay Committee

It is recommended that the Governing Board establish a committee to make determinations of pay in accordance with the pay policy. The function might either be performed by a dedicated pay committee or be part of a more wide-ranging staffing committee. It is recommended that the committee has fully delegated powers and if so must be established in accordance with the appropriate school governance regulations. It is also recommended that the Governing Board establish a committee to hear any pay appeals (of which no member was a part of the decision making in the first instance).

It is recommended that the terms of reference specify that decisions will be communicated to each member of staff by the Headteacher, in writing, in accordance with paragraph 3.4, Part 1 of the Document. Decisions on the pay of the Headteacher will be communicated by the Chair of the Staffing/Pay Committee (amend if your committee is of a different name), in writing, in accordance with paragraph 3.4, Part 1 of the document.

Leadership Group

The Governing Board will determine the school's Headteacher group as prescribed by the Document.

The Governing Board will determine the pay range for the Headteacher, Deputy Headteacher(s) and Assistant Headteacher(s) as prescribed by the Document. [The Governing Board are using freedoms under the Academies Act 2010 to fall outside of the schools group as prescribed for the Headteacher/Executive Head/CEO, describe what the rationale is for your school working outside of the rules prescribed within the document].

The Staffing/Pay Committee (amend if this differs from your committee name) dealing with pay shall determine the salary of those members of teaching staff assigned to the school's Headteacher leadership group. Communication of the outcome of the review shall be the responsibility of the Chair of the Committee.

For members of the school's leadership group the clerk to the Staffing/Pay Committee is responsible for notifying **Bexley Schools HR Services or the Schools HR provider (delete as appropriate)** of the decisions of the committee dealing with pay. All decisions must be reported by the Chair of the Staffing/Pay Committee to the next meeting of the Governing Board.

Reviewing Relativities

The Governing Board will consider the need to consider appropriate pay relativities when conducting pay reviews, reflecting staff responsibilities across the school. Where salary protection is in place this will be disregarded for the purpose of reviewing relativities.

Section 1.1 Pay ranges within the school

Pay range for Headteachers

(For academies only if agreed by Governing Board - For the Headteacher/Executive although the general rules regarding the range will be observed, a range outside of the pay range is permissible, check funding agreement and have awareness of Lord Agnew's letter about pay).

The Governing Board will determine the pay range for the Headteacher when they propose to make a new appointment or where there is a significant change in the responsibilities of a serving Headteacher. Upon the appointment of a new Headteacher the Governing Board will need to review the pay range prior to the recruitment exercise begins for the appointment in accordance with the regulations in Section 2 paragraphs 5 and 9 of the Document.

Where a Headteacher is appointed as a Headteacher of more than one school on a permanent basis the Governing Board of the Headteacher's original school, or under the Collaboration Regulations 2003 S.I. 2003/1962, the collaborating board, must calculate the Headteacher group by the application of the total unit score of all of the schools for which the Headteacher is responsible.

Pay range for Deputy Headteachers and Assistant Headteachers

The Governing Board will determine the pay range for Deputy and Assistant Headteachers when they propose to make new appointments or where there is a significant change in the responsibilities of a serving Deputy or Assistant Headteacher. They may determine the pay range as at 1 September 2023 or at any time of the year to reflect any changes in the circumstances or job description that lead to a change in the basis for calculating their pay. (Section 2 paragraphs 9.2 and 9.4 of the Document).

Pay range for Leading Practitioners

The Governing Board will determine an appropriate post range for a Leading Practitioner, and will give regard to;

- the nature of the work to be done, including any work with teachers from other schools;
- the scale of the challenges;
- the professional competencies required;
- such other criteria as are considered appropriate

Leading Practitioner Pay Range from September 2023

Salary scale	England - (excluding the London area) (£)	London Fringe	Outer London area	Inner London
LPL 1				
LPL 2				
LPL 3				
LPL 4				
LPL 5				

Leading Practitioners will be allocated a 5 consecutive point range within the range prescribed in the Document on appointment.

Teachers

The Staffing/Pay Committee (amend if you committee is referred to in an alternate name) will establish a pay structure with posts paid in accordance with {our model recommends M1 to M6, UPR 1 to UPR 3 and Unqualified 1 to 6, the minimum and maximum points for such posts as determined by the Document. The pay structure is as outlined in the tables below.

The Governing Board will have due regard to the need for confidentiality when considering any pay information relating to individual members of staff. It will be for the Headteacher to ensure that appropriate arrangements are in place to safeguard such confidential information.

With the exception of the leadership group, the Headteacher will be responsible for appraisal outcomes and the appraisee will be notifying members of staff, Bexley Schools HR Services and any external payroll provider concerning decisions of the Governing Board regarding pay progression.

The Governing Board is responsible for the implementation and review of this policy upon recommendations by the committee for dealing with pay. Staff will be consulted prior to implementation of the policy and any subsequent amendments. Individual pay decisions are delegated to the committee dealing with pay.

Qualified Teachers

Qualified Teachers - Salary Range for Main Pay Range teachers from September 2023

Point	England - (excluding the London area) £	London Fringe	Outer London area	Inner London
M 1	30,000	31,350	34,514	36,745
M 2	31,737	33,150	36,320	38,491
M 3	33,814	35,204	38,219	40,318
M 4	36,051	37,436	40,218	42,233

M 5	38,330	39,687	42,654	44,615
M 6	41,333	42,689	46,001	47,666

Qualified Teachers - Salary Range for Upper Pay Range teachers from September 2023

Reference Point	England – (excluding the London area) £	London Fringe	Outer London area	Inner London
Minimum Point 1	43,266	44,579	47,592	52,526
Mid-Point 2	44,870	46,179	49,353	55,107
Maximum Point 3	46,525	47,839	51,179	56,959

Part-time Teachers

Teachers employed on an ongoing basis at the school but who work less than a full working day or week are deemed to be part-time. On appointment the Governing Board will give them a written statement detailing their working time obligations and the mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements. An annual written statement of the teacher's salary will be provided. Part-time teachers' entitlement to PPA time is pro-rata to full-time teachers.

Part-time teacher salaries will be assessed in accordance with Section 2, paragraphs 41 and 42 of the Document.

Short Notice/Supply Teachers

Teachers who work on a day-to-day or other short notice basis 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 the school will determine the basis for that rate dependent upon the number of hours within a session

Instructors and Overseas Trained Teachers

The Governing Board will determine the salary point for instructors and overseas trained teachers on the unqualified teacher scale. They may take account of any relevant qualifications and experience.

It should be noted that from April 2012 teachers who were qualified in Australia, New Zealand, USA and Canada can convert this to QTS without the need for induction and should be treated for this purpose as a qualified teacher, if the qualification is recognised by the Department for Education.

Unqualified Teachers - Salary Range from September 2023

Reference Point	England – (excluding the London area) £	London Fringe	Outer London area	Inner London
UQT 1	20,598	21,933	24,415	25,831
UQT 2	22,961	24,293	26,779	28,194
UQT 3	25,323	26,656	29,141	30,557
UQT 4	27,406	28,738	31,229	32,640
UQT 5	29,772	31,102	33,590	35,000
UQT 6	32,134	33,646	35,954	37,362

Section 1.2 Basic pay determination on appointment

The Governing Board will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate.

In making such determinations, the Governing Board may consider a range of factors, including:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider school context

Section 1.3 Pay reviews

The Governing Board will ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31 October each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled, within one month of any change in accordance with the Document.

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 about the basis on which it was made and within one month of any change in accordance with the Document.

Where a pay determination leads or may lead to the start of a period of safeguarding of salary, in accordance with the document, the Governing Board will give the required notification as soon as possible and no later than one month after the date of the determination.

Appeals can be raised against a decision not to award a teacher an additional point within any of the ranges or for the teacher to progress to UPR and will be heard under the school's general appeals arrangements shown at as set out at Appendix 3.

Section 1.4 Pay determination

In this school all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the school's Appraisal and Capability procedure.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. Annual pay progression within the range for all teaching posts is not automatic and will be subject to Performance Related Pay.

Reviews will be considered as successful unless concerns have been raised at any time during the appraisal cycle and not successfully addressed in accordance with the Appraisal and Capability procedure. Any concerns should be raised immediately and noted.

To be fair and transparent, assessments of performance will be properly rooted in evidence. In this school we will ensure fairness by quality assurance and moderation of both objectives being set across the school and published career stage expectations shown at appendix 4, which show what will be expected for those teaching at a good level at different stages of their career with national pupil progress being one measurement of good outcomes. This will be shared with staff annually and will form appendix 5 of the pay policy. Evidence for this will include those examples as set out in the schools Appraisal and Capability procedure.

Teachers' appraisal reports will contain pay recommendations, this information will not be shared by the appraiser with the appraisee but will be shared prior to the recommendations being given by the Headteacher to the relevant committee of the Governing Board. This is to allow informal resolution in the case that the recommendation is being queried by the appraisee. Final decisions about whether or not to accept a pay recommendation will be made by the Staffing/Pay Committee (amend if you have a different committee name), having regard to the appraisal report and considering advice from the senior leadership team. The Governing Board will ensure that appropriate funding is allocated within the school's budget for pay progression at all levels.

In this school, judgements of performance will be made against the overall impact of the teacher on their pupils' learning and progress and the life of the school within that appraisal year. This will include work completed in line with objectives, career stage expectations, teacher's standards and pupil progress. For those being awarded pay increases, they will be expected to make a significant impact upon a range of outcomes for pupils (specific school reference documents to be inserted here). Teachers paid on Main Pay Range and Unqualified Pay Range will be eligible for pay progression of one point within the range if there is evidence to support good impact and if the impact has been outstanding then consideration can be given to uplifting salary by two points within the defined range. Those that have evidenced outstanding performance could therefore progress at an accelerated pace within the bounds of the range. There is no longer be a link between progression and length of service.

Section 1.5 Performance pay

The Governing Board agrees the school budget and will ensure that appropriate funding is allocated for performance pay progression at all levels. The Governing Board recognises that funding cannot be used as a criterion to determine progression.

The Governing Board will adopt an Appraisal and Capability procedure which will allow for transparent performance related pay to be applied to ALL teachers.

Early Career Teachers (ECTs)

In the case of ECTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process and reviewed annually.

Section 1.6 Application to the upper pay range

Applications and Evidence

Any qualified teacher on the main pay range may apply to be paid on the upper pay range and any such application must be assessed in line with this policy, applications would ordinarily be from those who have reached MPR point 6. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range, and in deciding this they need to submit an application with supporting evidence.

Applications may be made once a year. The deadline for applications within this establishment will be for applications and, where appropriate, evidence to support the application to be given to the Headteacher no later than {school to insert day/month} of the relevant year. Any move up to the upper pay range to take effect from the September applicable to the application. This deadline will apply consistently across the school staff. If a late application is received this would only be considered in exceptional circumstances for that year.

If a teacher is simultaneously employed at another school(s), they must submit a separate application if they wish to apply to be paid on the upper pay range in both schools. This school will not be bound by any pay decision made by another school.

All applications should include the results of reviews or appraisals under the 2012 regulations, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria).

Applications should contain evidence from at least the last two academic years, or in the case of a break in service, the years which sit either side of the break. Written requests should be with the Headteacher no later than {school to insert day/month} of the year in which the teacher is applying for the uplift and any adjustment to pay if agreed will take effect from the September applicable to the application. Applications submitted in advance of the deadline in each year will not be considered until the deadline has passed.

The Assessment

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

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

For the purposes of this pay policy:

- 'highly competent' means performance which is not only good and in the most part outstanding, but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice;
- 'substantial' means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning; and
- 'sustained' means that the above standard will be maintained continuously over a long period, which would be a minimum of two school years.

The application will be assessed by the Headteacher against the above guidelines and will include a review against the relevant career stage expectations, national standards of progress and the Ofsted framework. The decisions will be recommended to the Staffing/Pay Committee with a management case presented allowing the Committee to make a final decision with regards to uplift to the upper pay range or progression within it.

Processes and procedures

The assessment will be made by 31 October of the application Year and applicants will be informed no later than this date of the outcome of this assessment.

If successful, applicants will move to the upper pay range from the September of the year of application. All successful applicants will be placed on the first point of the upper pay range.

If unsuccessful, feedback will be provided by the Headteacher, orally within 5 days of the decision and confirmed in writing within 10 days of the decision being made and in any event before 31 October, this will include a rationale of the reasons why they have not been successful.

For teachers on the Upper Pay Range, progression of one reference point may be considered after two successful appraisals which demonstrate that the teacher is highly competent in all elements of the relevant standards; and the teacher's achievements and contribution to the school can be evidence as substantial and sustained in line with career stage expectations.

Annual pay progression within the pay range for these posts is not automatic. The relevant board may consider progression of more than one reference point and/or progression after one year where performance has exceeded expectations for that level of post and/or where all objectives have been exceeded as part of the appraisal review.

Once teachers have progressed to the Upper Pay Range, they will continue to be considered for pay progression, until they reach the top of the range.

Any appeal against a decision not to move the teacher to the upper pay range or to award an additional point within the range will be heard under the school's general appeals arrangements shown at as set out at Appendix 3, accompanied by the school's Appeal guidance document.

Section 1.7 Leadership range (Appendix 7)

Headteacher

The Headteacher must demonstrate sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school and will be subject to an Appraisal against appraisal objectives agreed by the Governing Board Panel of Appointed Governors. They are required to seek advice on performance from an external adviser, before any performance pay will be awarded. The criteria for Leadership Group progression will be taken fully into account. The Governing Board will determine how pay progression will be determined, subject to the following:

- (a) the decision whether or not to award pay progression must be related to the individual's performance, as assessed through the school's appraisal arrangements in accordance with the 2012 regulations.
- (b) a recommendation on pay must be made in writing as part of the individual's appraisal report and, in making their decision, the Governing Board Panel of Appointed Governors must have regard to this recommendation;
- (c) where the individual is not subject to the 2012 regulations, in order to reach a decision whether or not to award pay progression the Governing Board Panel of Appointed Governors must seek to agree objectives with the individual relating to school leadership and management and pupil progress and, in the absence of such agreement, must set such objectives, and must appraise the performance of the individual taking account of those objectives;
- (d) pay decisions must be clearly attributable to the performance of the individual;
- (e) sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the 2012 regulations or the objectives agreed or set under (c) (as the case may be) should give the individual an expectation of progression up the pay range;
- (f) where in accordance with the provisions of an earlier Document the relevant board has determined a pay range, the maximum of which exceeds the highest salary payable under this Document, it must continue to pay any salary determined by reference to that pay range until such time as it reassesses the pay range for its leadership posts under the provisions of this Document.

Annual pay progression within the range for this post is **not** automatic and will be subject to Performance Related Pay. Judgements of performance will be made against the overall rating for the Headteacher within that appraisal year. Any progression will normally be by one point, but the Governing Board of Appointed Governors may consider movement by two points where exceptional performance warrants. Exceptional performance must be verified by the Governing Board Headteacher Performance management Panel of Appointed Governors supported by the school's external adviser through the appraisal review.

Deputy and Assistant Headteachers

Deputy and Assistant Headteachers must demonstrate sustained high quality of performance in respect of school leadership and management and pupil progress and will be subject to the appraisal process which will include review of their objectives, pupil progress measures compared with national and meeting all of the relevant standards as set out in the documents. The criteria for Leadership Group progression will be taken fully into account. The Staffing/Pay Committee will determine how pay progression will be determined, subject to the following:

- (a) the decision whether or not to award pay progression must be related to the individual's performance, as assessed through the school's appraisal arrangements in accordance with the 2012 regulations.
- (b) a recommendation on pay must be made in writing as part of the individual's appraisal report and, in making their decision, the Staffing/Pay Committee must have regard to this recommendation;
- (c) where the individual is not subject to the 2012 regulations, in order to reach a decision whether or not to award pay progression the Staffing/Pay Committee must seek to agree objectives with the individual relating to school leadership and management and pupil progress and, in the absence of such agreement, must set such objectives and must appraise the performance of the individual taking account of those objectives;
- (d) pay decisions must be clearly attributable to the performance of the individual;
- (e) sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the 2012 regulations or the objectives agreed or set under (c) (as the case may be) should give the individual an expectation of progression up the pay range;

Annual pay progression within the range for these posts is not automatic and will be subject to Performance Related Pay. Judgements of performance will be made against within that appraisal year. Any progression will normally be by one point, but the Staffing/Pay Committee (amend if your school has a different name for the committee) may consider movement by two points where exceptional performance warrants additional points. Exceptional performance must be verified by the Headteacher and confirmed by the Staffing/Pay Committee.

Leading Practitioners

Leading Practitioners must demonstrate sustained high quality of performance in the light of their agreed performance criteria and will be subject to a review of performance before any performance points will be awarded. Work of a Leading Practitioner should include additional duties relevant to their role in modelling and leading improvement in teaching skills. Any work undertaken at other schools, in higher education facilities, at facilities of the LA and elsewhere will be taken into account.

Annual pay progression within the range for these posts is not automatic and will be subject to Performance Related Pay. Judgements of performance will be made against the overall rating within that appraisal year. Any progression will normally be by one point, this is for an outstanding practitioner, but the

Staffing/Pay Committee may consider movement by two points where exceptional performance has been verified by the appraiser and confirmed by the Staffing/Pay Committee.

Section 1.8 Appeals

The appeals procedure for teaching staff can be found at Appendix 3.

Section 1.9 Allowances and other payments

Section 1.9.1 Teaching and Learning Responsibility Payments (TLRs)

TLRs will be awarded to the holders of the posts indicated in the attached staffing structure, in accordance with the Document. Any changes to the TLR structure will be subject to consultation with approval from the relevant committee.

The values of the TLRs to be awarded are set out below:

TLR2s will be awarded to the following values:

- [£] to the holder of [posts] school discretion (lowest point possible is £3,214)
- [£] to the holder of [posts] school discretion (highest point possible is £7,847)

TLR1s will be awarded to the following value:

- [£] to the holder of [posts] school discretion (lowest point possible is £9,272)
- [£] to the holder of [posts] school discretion (highest point possible is £15,690)

A Teaching and Learning Responsibility payment (“TLR”) may be awarded to a classroom teacher for undertaking a sustained additional responsibility in the context of the school’s staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning for which they are made accountable. The award may be made while the teacher remains in the substantive post or occupies another post in the temporary absence of the post-holder. If the postholder is part time the TLR amount will be pro-rated accordingly.

In addition, before awarding a TLR, the Governing Board must be satisfied that the teacher’s duties include a significant responsibility that is not required of all classroom teachers, and that it -

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

In addition, before awarding a TLR1 the relevant Governing Board, must be satisfied that the significant responsibility referred to in the previous paragraph includes, in addition, line management responsibility for a significant number of people.

A teacher may not hold both a TLR1 and a TLR2, but a TLR could be based on a job description that itemises several different areas of significant responsibility.

A Fixed-term TLR 3 may be awarded for clearly time limited school improvement projects, or one-off externally driven responsibilities and this does not have to be displayed in the structure at appendix 1. Such an allowance will be between the amount of £639 and £3,169. Although a teacher cannot hold a TLR 1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or TLR2 may also hold a concurrent TLR3.

In deciding whether a TLR should be paid please refer to The Document.

Section 1.9.2 Special Educational Needs Allowances

A Special Educational Needs allowance will be awarded:

[if a special school] to all classroom teachers

[if a mainstream school] to any post that requires a mandatory SEN qualification

[if a mainstream school] to all classroom teachers who teach pupils in one or more designated special classes or units in a school

Where a SEN allowance is to be paid the Governing Board must determine the spot value of the allowance which will be between £2,539 and £5,009. The determination will be dependent upon:

1. whether the post requires a mandatory qualification,
2. the qualifications and expertise of the teacher relevant to the post, and
3. the relative demands of the post

Section 1.10 Additional payments

Section 1.10.1 Recruitment and Retention Incentives and Benefits

The Governing Board may make such payments to a teacher as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers of [amount] school inserts. It shall make clear at the outset the expected duration of any payment, and the review date after which it may be withdrawn.

School to select from:

- to all teachers,
- to those in shortage subjects as defined by the school,
- after one or two advertisements have failed to produce a suitable candidate for appointment.

[Insert details of other benefits payable, such as support for travel costs, care of dependants etc, amount and circumstances]

The Governing Board will review the level of payment/benefits [annually]

Headteachers, Deputy Headteachers and Assistant Headteachers may not be awarded recruitment and retention incentive or benefit other than as a reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations in relation to a Headteacher, Deputy

Headteacher and Assistant Headteacher must be considered when determining the pay range. Where a Governing Board pays a recruitment or retention incentive or benefit award to a Headteacher, Deputy Headteacher or Assistant Headteacher under a previous Document, subject to review, it may continue to make that payment at its existing value until such time as the respective pay range is determined in line with the current Document.

Section 1.10.2 Continuing Professional Development

Teachers who undertake voluntary continuing agreed professional development outside their 1265 or relevant proportion thereof if part-time may be entitled to an additional payment of – **[Insert amount here. School to determine]**.

Section 1.10.3 Initial Teacher Training Activities

Teachers, other than the Headteacher, who agree to undertake voluntarily school-based initial teacher training activities may be entitled to a payment of **[insert amount here. School to determine]**.

Activities that may attract payment include:

School to select from:

- supervising and observing teaching practice,
- giving feedback to students on their performance and acting as professional mentors,
- formally assessing students' competencies,
- other.

Teachers, other than the Headteacher, who undertake initial teacher training activities which are not seen as part of the ordinary running of the school may be given separate contracts of employment to cover areas of work that are not part of their substantive teaching job or contract of employment. Areas of work that will attract a payment **as per short notice supply teacher rates** - include:

School to select from:

- planning an initial teacher training course,
- preparing course materials,
- undertaking the marketing, finance and administration of the course,
- taking responsibility for the well-being and tuition of initial teacher training students.

Section 1.10.4 Out-of-School Activities

Teachers, other than the Headteacher, who agree to provide activities outside of the normal school hours and whose salary range does not take account of such activity will be entitled to a payment based on the job evaluation of the post, this may be at a non-teaching rate of pay or at the short notice supply rate.- **[Insert amount here]**.

Activities that may attract payment include:

School to select from:

- breakfast clubs, homework clubs, summer schools (study support, literacy and gifted and talented)
- sporting activities

- other outdoor activities e.g. Duke of Edinburgh
- clubs linked to curricular, arts and hobby interests

Section 1.10.5 Service provision

Where a Headteacher in one school is providing a service to another school, for example as a National Leader of Education (NLE), the person providing that service is not ultimately accountable for the outcomes in the school, but for the quality of the service being provided. The Governing Board whose Headteacher is providing the service should determine how much, if any, additional payment is due to the individual concerned in line with the provisions of the Document for example where the contract requires work outside school sessions.

Consideration should be given to the remuneration of other teachers who, as a result of the Headteacher's additional role, are taking on additional responsibilities and activities. This will be based on any additional responsibilities attached to the post (not the teacher), which should be recorded. Any increase in remuneration should only be agreed where the post accrues extra responsibilities as a result of the Headteacher's enlarged role, it is not automatic and should be in line with the provisions of the Document.

Where the arrangement for the Headteacher is temporary, any adjustment to pay of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease. The relevant body should consider the appropriate use of acting allowances and other temporary payments. Where there is a Deputy Headteacher in the school, it may be more appropriate to temporarily increase his or her pay range to take account of the increased responsibilities in the absence of the Headteacher. Additionally, a teacher may be temporarily appointed, in the absence of the substantive post holder, to a post in the staffing structure which attracts a TLR payment; and where none of those are appropriate, the Governing Board can make use of additional payments at paragraph 26.1 of the Document.

The following table sets out the operating principles and requirements which apply to the provision of services to other schools. All references below to the governing board refer to the governing board of the school whose Headteacher is providing services to another school

Provision of services to other schools – operating principles and requirements

- Any services provided by the Headteacher of one school to another school must be authorised formally by the Governing Board and, where the work extends over more than a 12 month period, the agreement of the Governing Board must be formally reviewed annually or sooner if appropriate. The Governing Board should also agree arrangements for terminating such work.
- Before such work is undertaken, the Governing Board and the Headteacher must take into account:
 - the needs of the school and its pupils
 - the benefits that the activity would bring to the school
 - the impact of any absence on other staff, including their workload; and
 - the workload and work-life balance of all the individuals concerned
- In particular, before reaching a view, the Governing Board should satisfy itself that these matters have been fully considered within the school's leadership team.
- Arrangements for payment for external work, including personal remuneration, must be clearly stated and formally incorporated into a protocol by the Governing Board (or the finance committee) and decisions duly minuted.

- The Headteacher and Governing Board should monitor the operation of the arrangements and their impact on staff and pupils and act where arrangements prove to be unsatisfactory.
- The disposition of any payment, including personal remuneration, for external services must be agreed in advance in accordance with the determinations of the Governing Board. The terms of such an agreement must be set out in a memorandum signed by the Chair of Governors and the Headteacher and any other members of staff involved.
- Any income derived from external sources for the work of a school's staff should accrue to the school. The Governing Board should decide whether it would be appropriate for individual members of staff to receive additional remuneration for these activities and, if so, determine the appropriate amount.
- The Governing Board should ensure that any expenses incurred by the individual as a result of taking on additional work are reimbursed, unless they are accounted for elsewhere.

Section 1.10.6 Temporary payments to Headteacher

The Governing Board may determine that additional payments be made to the Headteacher in line with Section 2 paragraphs 10.2 to 10.4 of the Document, for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case the Governing Board must not have previously taken such reason or circumstance into account. Any additional payments should be evidenced thoroughly and the reasons for them being granted clearly recorded in the Governing Board minutes.

It is to be noted that such payments shall not exceed 25% of the annual salary which is otherwise payable to the Headteacher, and the total sum of salary and other payments made must not exceed above the maximum of the Headteacher group on the leadership pay group as defined in the Document Section 2 paragraph 5.3.

In wholly exceptional circumstances the Governing Board may determine that additional payments be made to the Headteacher which exceed the limit set out in Paragraph 10.2 of the Document. In such cases the Governing Board will seek external independent advice before providing such agreement, supported by a business case for the school.

Section 1.10.7 Headteachers Temporarily accountable for more than one School

Occasionally, where there is a vacancy in the post of Headteacher and it is not possible to appoint a Deputy Headteacher or another member of the teaching staff to take on the position of acting Headteacher, a Headteacher of another school may be appointed to be responsible and accountable in addition to their continuing role as the Headteacher of their own school.

This role should be regarded as an acting headship on a temporary basis for as long as arrangements are being made for a permanent Headteacher to be recruited or to make alternative permanent arrangements, such as amalgamating the schools or creating a hard federation. There is an expectation that these temporary arrangements should be time-limited and subject to regular review and the maximum duration should be no longer than two years.

Any workload issues for the Headteacher and additional responsibilities for other staff as a consequence of this temporary arrangement should be addressed as part of the overall considerations by the Governing Board in agreeing to the Headteacher undertaking the temporary additional role.

In order to support a Headteacher who temporarily takes on the responsibility and accountability for more than one school the Governing Bodies of the schools concerned should establish clarity regarding both how these arrangements will work in practice and how the arrangements will be ended. Schools contemplating this arrangement should note that it is only ever intended to be temporary.

In such temporary arrangements a fixed term variation of contract must be issued by the contracting employer. This will specify that the Headteacher, in addition to their substantive post, is for a fixed period employed additionally as Headteacher of the additional school(s). At the end of the fixed term variation the Headteacher will revert to their substantive post.

Under the Collaboration Regulations the Governing Bodies may arrange for a joint committee made up of governors from all the schools involved to be established to oversee the fixed term arrangements. This joint committee should have delegated power to deal with the pay and performance management of the Headteacher and other relevant staffing issues. This joint committee should also have delegated power regarding the financial arrangements which will apply during the collaboration period.

For example, the joint committee should determine any payment on the basis of temporary additional responsibility for teachers, other than the Headteacher, in each school, and the arrangements for reviewing and ending those payments.

The joint committee should also take account of the circumstances of each school and the workload implications, including the extent to which the Headteacher is likely to be absent from the individual schools. Any temporary payments made under paragraph 10.1 to 10.4 should take account of the full responsibilities of the post. Where there is a Deputy Headteacher in the school, it may be more appropriate to increase their pay range temporarily to take account of the increased responsibilities in the absence of the Headteacher. Additionally, a teacher may be temporarily appointed, in the absence of the substantive post holder, to a post in the staffing structure which attracts a TLR payment; and in the case of a classroom teacher where none of those are appropriate, the joint committee may consider the use of additional payments at paragraph 26.1(d). The joint committee should ensure that any payment for additional responsibilities is in line with the provisions of the Document and the school's pay policy.

Where the arrangement for the Headteacher is temporary, any adjustment to their pay and that of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease.

Section 1.10.8 Honoraria

The document does not permit the Governing Board to pay honoraria to any member of the teaching staff for carrying out their professional duties as a teacher.

Section 1.11 Opportunities for progression

The Governing Board will ensure that access to promotion is available to all employees through the advertising of all promotion opportunities including the award of additional responsibilities or activities in accordance with Section 2 paragraph 26.1 of the document, unless exceptional circumstances dictate otherwise. Succession planning will be regularly discussed at relevant staffing committees.

Section 1.12 Pensions

The Governing Board will not promote staff through the grading system or use pay flexibilities to boost employees' pensions.

Section 1.13 Monitoring the impact of the policy

The Governing Board will monitor the outcomes and impact of this policy on a regular basis (insert the frequency, e.g. yearly/biennially), including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation, changes to the Document and in accordance with legislation.

Section 2: Support Staff in community schools and convertor academies post 01.05.2011 (ex community schools) or schools who have signed collective agreements after 01.05.2011

All Support Staff employed at [insert school name] school are subject to:

- (a) The National Agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services, as supplemented by Provincial and Local Agreements reached with trade unions recognised by the Council and the rules of the Council;
- (b) the Articles of Government and other relevant documentation issued by the School

These and other terms and conditions, policies and procedures referred to in this Document will be subject to review from time to time and may be varied at the Authority's discretion or by collective agreement. Any such variations will be separately notified to individuals or made accessible in documents kept at the School.

All pay-related decisions are made taking full account of the school improvement plan and performance management policy. Support Staff and unions have been consulted on this policy. All pay related decisions are taken in compliance with The Employment Rights Act 1996, The 1997 Single Status Agreement, Local collective agreement on terms and conditions 01.05.2011, 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 Employment Act 2002 (Dispute Resolution) Regulations, The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, the Employment Equality (Age) Regulations 2006, Equality Act 2006, Employment Equality (Sexual Orientation) Regulations 2003, Employment Equality (Religion or Belief) Regulations 2003, Equality Act (sexual orientation) Regulations 2007 and the Bexley Performance Management procedure for support staff, and the Equality Act 2010 and collective agreements dated (enter dates of agreements as necessary).

The process for making decisions on the pay of support staff at the school is as follows. **Insert any particular arrangements for your school that differ from those set out below and amend as necessary. For example, decisions may be made by an individual (e.g. a governor or the head) rather than by a committee of the Governing Board. School to determine.**

Section 2.1 Pay reviews

The Governing Board will ensure that every member of support staff's salary is reviewed with effect from 1 August. 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.

Section 2.2 The Pay Committee

The terms of reference for the pay/staffing committee are as follows:

- it is recommended that the Governing Board establish a committee to make determinations of pay in accordance with the pay policy. This function might either be performed by a dedicated pay committee or be part of a more wide-ranging staffing committee. It is recommended that the committee has fully delegated powers and if so must be established in accordance with the appropriate school governance regulations
- it is recommended that decisions will be communicated to each member of staff by the Headteacher, in writing, in accordance with the Bexley Performance Management Procedure for Support Staff
- the Governing Board will agree arrangements for the review and development of all support staff in the school and will ensure that resources for training and development are shared appropriately amongst all employees and occupational groups as part of the Performance Management process

Section 2.3 General principles

The committee dealing with pay will apply the provisions of the National Joint Council (NJC) for Local Government Services – National agreement on pay and conditions of service.

All posts are subject to job evaluation using the Greater London Provincial Council Job Evaluation Scheme for posts graded up to and including Bexley 09 and using the HAY scheme for posts which are deemed above this scale.

To follow The Bexley Performance Management Procedure in accordance with the collective agreement which came into effect 01.05.2011 or for Bexley Community Schools the Bexley Performance, Wellbeing and Development Scheme for support staff and ensure reviews are carried out in accordance with the scheme.

The Headteacher will be responsible for notifying members of staff, Bexley Schools HR Services and any external payroll provider concerning decisions of the Governing Board regarding pay progression.

The Governing Board is responsible for the implementation and review of this policy upon recommendations by the committee for dealing with pay. Staff will be consulted prior to implementation of the policy and any subsequent amendments. Individual pay decisions are delegated to the committee dealing with pay.

Section 2.4 Appeals

The appeals procedure for support staff can be found at Appendix 3b.

Section 2.5 Reviewing relativities

In the case of support staff, this determination also recognises the need to act within the constraints of Single Status Agreement and the relevant job evaluation scheme.

Section 2.6 Additional payments

Section 2.6.1 Out-of-School Activities

Support staff who agree to provide activities outside of the normal school hours and whose salary range does not take account of such activity will be entitled to a payment based **on the job evaluation of the post**.

Activities that may attract payment include:

- Breakfast clubs, homework clubs, summer schools (study support, literacy and gifted and talented),
- Sporting activities,
- Other outdoor activities e.g. Duke of Edinburgh,
- Clubs linked to curricular, arts and hobby interests.

Section 2.6.2 Honoraria

The Bexley terms and conditions allow for honoraria to be paid to support staff in particular circumstances for:

- a) undertaking a percentage of a Higher Graded Post
- b) undertaking duties outside scope of own post and/or responsibilities are 'exceptionally onerous'

The award of honoraria to support staff is delegated to the Headteacher and will be reported to the Governing Board committee dealing with pay.

Section 2.7 Opportunities for progression

The Governing Board will ensure that access to promotion is available to all employees through the advertising of all promotion opportunities including the award of additional responsibilities, unless exceptional circumstances dictate otherwise.

Section 2.8 Pensions

The Governing Board will not promote staff through the grading system or use pay flexibilities to boost employees' pensions.

Section 2.9 Monitoring the impact of the policy

The Governing Board will monitor the outcomes and impact of this policy on a regular basis (insert the frequency, e.g. yearly/biennially), including trends in progression across specific groups of support to assess its effect and the school's continued compliance with equalities legislation.

Section 2a Support Staff in non-community schools and convertor academies pre 01.05.2011 and convertor academies post 01.05.2011 (ex non-community schools)

All support staff employed at [insert School name] school are paid in accordance with the provisions of the National Joint Council (NJC) for Local Government Services as updated from time to time and HAY terms and conditions. A copy of the latest version may be found in the school office.

All pay-related decisions are made taking full account of the school improvement plan and performance management policy. Support staff and unions have been consulted on this policy. All pay related decisions are taken in compliance with The Employment Rights Act 1996, The 1997 Single Status Agreement, 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 Employment Act 2002 (Dispute Resolution) Regulations, The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, the Employment Equality (Age) Regulations 2006, Equality Act 2006, Employment Equality (Sexual Orientation) Regulations 2003, Employment Equality (Religion or Belief) Regulations 2003, Equality Act (sexual orientation) Regulations 2007, the Equality Act 2010 and collective agreements dated (enter dates of agreements as necessary).

The process for making decisions on the pay of support staff at the school is as follows. **Insert any particular arrangements for your school that differ from those set out below and amend as necessary. For example, decisions may be made by an individual (e.g. a governor or the head) rather than by a committee of the Governing Board. School to determine.**

Section 2a.1 Pay reviews

The Governing Board will ensure that every member of support staff's salary is reviewed with effect from 1 April for NJC staff and 1 August for Hay staff (Bexley 10 and above grades). 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.

Section 2a.2 The Pay Committee

The terms of reference for the pay/personnel committee are as follows:

- It is recommended that the Governing Board establish a committee to make determinations of pay in accordance with the pay policy. This function might either be performed by a dedicated pay committee or be part of a more wide-ranging staffing committee. It is recommended that the committee has fully delegated powers and if so must be established in accordance with the appropriate school government regulations.
- It is recommended that the terms of reference specify that decisions will be communicated to each member of staff by the Headteacher, in writing.

- The Governing Board will agree arrangements for the review and development of all support staff in the school and will ensure that resources for training and development are shared appropriately amongst all employees and occupational groups as part of the Performance Management process.

Section 2a.3 General principles

The committee dealing with pay will apply the provisions of the National Joint Council (NJC) for Local Government Services – National agreement on pay and conditions of service.

All posts are subject to job evaluation using the Greater London Provincial Council Job Evaluation Scheme for posts graded up to and including SO1 and using the HAY scheme for posts which are deemed above this scale.

The Headteacher will be responsible for notifying members of staff, Bexley Schools HR Services and any external payroll provider of decisions of the Governing Board regarding pay progression.

The Governing Board is responsible for the implementation and review of this policy upon recommendations by the committee for dealing with pay. Staff will be consulted prior to implementation of the policy and any subsequent amendments. Individual pay decisions are delegated to the committee dealing with pay.

Section 2a.4 Appeals

The appeals procedure for support staff can be found at Appendix 3a.

Section 2a.5 Reviewing relativities

In the case of support staff this determination also recognises the need to act within the constraints of Single Status Agreement and the relevant job evaluation scheme.

Section 2a.6 Additional payments

Section 2a.6.1 Out-of-School Activities

Support staff who agree to provide activities outside of the normal school hours and whose salary range does not take account of such activity will be entitled to a payment **based on the job evaluation of the post**.

Activities that may attract payment include:

- Breakfast clubs, homework clubs, summer schools (study support, literacy and gifted and talented,
- Sporting activities,
- Other outdoor activities e.g. Duke of Edinburgh,
- Clubs linked to curricular, arts and hobby interests.

Section 2a.6.2 Honoraria

Terms and conditions allow for honoraria to be paid to support staff in particular circumstances for:

- c) Undertaking a percentage of a Higher Graded Post

d) Undertaking duties outside scope of own post and/or responsibilities are 'exceptionally onerous'

The award of honoraria to support staff is delegated to the Headteacher and will be reported to the Governing Board committee dealing with pay.

Section 2a.7 Opportunities for progression

The Governing Board will ensure that access to promotion is available to all employees through the advertising of all promotion opportunities including the award of additional responsibilities, unless exceptional circumstances dictate otherwise.

Section 2a.8 Pensions

The Governing Board will not promote staff through the grading system or use pay flexibilities to boost employees' pensions.

Section 2a.9 Monitoring the impact of the policy

The Governing Board will monitor the outcomes and impact of this policy on a regular basis (insert the frequency, e.g. yearly/biennially), including trends in progression across specific groups of support to assess its effect and the school's continued compliance with equalities legislation.

Appendix 1 - School's Teaching staffing structure (insert here)

Appendix 2 - School's Support Staffing structure (insert here)

Appendix 3 - Teaching Staff Appeals Procedure

1. Grounds for Appeal

The appeals procedure is only concerned with matters specific to the individual and which relate to their final assessment. Teachers have the right to raise formal appeals against pay determinations if;

1. the content of the relevant documentation does not accurately reflect the year's performance
2. that the award is inconsistent with the documentation.
 - a. Incorrectly applied the school's pay policy
 - b. Incorrectly applied any provision of the STPCD
 - c. Failed to have proper regard to statutory guidance
 - d. Failed to take proper account of relevant evidence
 - e. Took account of irrelevant or inaccurate evidence
3. the teacher perceived that:
 - a. there was biased or,
 - b. the decision-making board unlawfully discriminated against them in their determination of pay

If after conversation/discussion with the Headteacher/Principal a teacher remains unsatisfied with the outcome of their appraisal, then they may submit a formal written appeal. Any such appeal must be sent to the clerk to Governors within ten working days of the individual being formally notified of the decision arising from the annual performance management assessment.

An appeal may be lodged by the individual or on their behalf by an appropriate trade union. Anyone has the right to be accompanied at the appeal hearing by a fellow worker or trade union representative.

2. Appeal Hearing

The appeal will generally be heard by a panel of Governors which will have delegation of appeal under the school's terms of reference. A Human Resources Adviser will also attend the appeal hearing.

The Governors hearing the appeal will hear the case from the individual or their representative, and the response from the Headteacher/ Chair of the panel who made the decision.

The Panel's decision will be made in writing within five working days of the date of the hearing. The decision reached will be final.

The timescales contained within this appeals procedure may be varied by mutual consent, for example where the Panel of Governors hearing an appeal need to undertake further investigations that cannot be completed within the timescale prescribed. Details of any extension will be communicated to the individual and (where applicable) their representative.

Appendix 3a – Support Staff Appeals Procedure

The Appeals Procedure **Hay Staff Only** (non-community schools/ convertor academies pre 01.05.2011 only or post 01.05.2001 convertor academies which were previously non-community schools)

A consistent and accessible appeals procedure has an important part to play in ensuring that appraisals are fair. The procedure must be followed whenever an individual queries decisions made under the appraisal scheme.

The appeals procedure is based on three key points. The scheme is open to all. The provisions of this document cover all permanent employees that are part of the Hay Staff Appraisal Scheme.

Grounds for Appeal - Support Staff Hay

The appeals procedure is only concerned with matters specific to the individual and which relate to their final assessment. Three grounds of appeal are allowed:

1. that the conduct of the appraisal process and meetings did not accord with the provisions of the scheme
2. that the content of the relevant documentation does not accurately reflect the year's performance
3. that the award is inconsistent with the documentation

Should you feel aggrieved about any of these grounds, then you have the right to submit an appeal, which must be heard under the process set out in paragraph 3 below. The appeal must be submitted in writing to your "grandparent" under the scheme within ten working days of you being formally notified of the decision arising from your annual appraisal.

An appeal may be lodged by you or on your behalf by an appropriate trade union. You have the right to be accompanied at the appeal hearing by a fellow worker or trade union representative.

Appeal Hearing

Your appeal will be heard by a manager who did not make the original decision. This generally will be the Headteacher/panel of Governors/Trustees dependant on who is your line managers manager. A Human Resources Adviser will also attend the appeal hearing.

The Headteacher/panel of governors/Trustees conducting the appeal will hear the case from the individual or their representative, and the response from management. The decision will be confirmed in writing within five working days of the date of the hearing. The decision reached will be final.

The timescales contained within this appeals procedure may be varied by mutual consent, for example where the manager hearing an appeal needs to undertake further investigations that cannot be completed within the timescale prescribed. Details of any extension will be communicated to the individual and (where applicable) their representative.

Appendix 3b - Appeals Procedure (NJC support staff community schools and convertors post 01.05.2011 only)

1. Grounds for Appeal

The appeals procedure is only concerned with matters specific to the individual and which relate to their final assessment. Two grounds of appeal are allowed:

- (i) that the content of the relevant documentation does not accurately reflect the year's performance.
- (ii) that the award is inconsistent with the documentation.

The appeal must be submitted in writing to the "grandparent" under the scheme within ten working days of the individual being formally notified of the decision arising from the annual performance management assessment.

An appeal may be lodged by the individual or on their behalf by an appropriate trade union. Anyone has the right to be accompanied at the appeal hearing by a fellow worker or trade union representative.

2. Appeal Hearing

The appeal will generally be heard by the Headteacher/panel of Governors/Trustees'. A Human Resources Adviser will also attend the appeal hearing. The Headteacher/panel of Governors/Trustees hearing the appeal will hear the case from the individual or their representative, and the response from management. The decision will be confirmed in writing within five working days of the date of the hearing. The decision reached will be final.

The timescales contained within this appeals procedure may be varied by mutual consent, for example where the manager hearing an appeal needs to undertake further investigations that cannot be completed within the timescale prescribed. Details of any extension will be communicated to the individual and (where applicable) their representative.

Appendix 4 – Career Stage Expectations (insert here)

Appendix 5 – Annual National Pupil Progress Data (insert here)

Appendix 6 – Ofsted Framework (insert here)

Appendix 7 – Leadership Range (please insert your Leadership pay range)