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PAY POLICY

STATEMENT OF INTENT

- 1.1 The prime statutory duty of Trust Governing Boards in England, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." This pay policy is intended to support that statutory duty. This policy has been reviewed and updated in accordance with the DfE circular "Staffing and employment advice for schools" (February 2017) and the School Teachers' Pay and Conditions Document (STPCD) 2018.
- 1.2 The Trust will act with integrity, confidentiality, objectivity and honesty in the best interests of the schools; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.
- 1.3 This policy applies to all Consortium Trust staff. Where different arrangements apply to different groups of staff by virtue of their terms and conditions of employment, this is clearly stated.
- 1.4 Where 'Trust' is used this also refers to the sub-committees and local governance arrangements, where they exist in line with the Scheme of Delegation.
- 1.5 For all staff, pay progression will be clearly attributable to the individual's performance and the Finance and Resources committee whether at Trust or at local level will be able to objectively justify its decisions.
- 1.6. This policy set out the framework for making decisions on pay. The Pay Policy aims to achieve the following:
 - > Maximise and assure the quality of provision, focusing on the core business of teaching and learning across the Trust
 - > Support the recruitment, retention, recognition, reward and motivation of staff
 - > Ensure accountability, transparency, objectivity and fairness in the decision making process.
- 1.7 All decisions on pay increases for staff are dependent on the constraints of the Trust/school budget, and need to be identified as part of the 'Annual conversation'. Current pay scales can be found at: www.consortiumacademy.org.uk/passionateabout_people/staffpayscales.
- 1.8 In addition to pay, the Trust offers a significant additional staff benefits package, details are contained with the staff handbook and on the Trust website under staff benefits. www.consortiumacademy.org.uk/passionateabout_people/staffbenefits



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2. EQUALITIES LEGISLATION

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

- > Employment Relations Act 1999
- > Equality Act 2010
- > Employment Rights Act 1996
- > The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- > The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- > The Agency Workers Regulations 2010.

2.2 The Trust will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development. See 'Trust obligations' in relation to monitoring the impact of this policy.

2.3 The Trust will actively address the gender pay gap and seeks to ensure pay parity throughout the Trust. The Trust will routinely publish data in relation to the gender pay gap and any remedial actions it is taking on the Trust website.

3. EQUALITIES AND PERFORMANCE RELATED PAY

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

4. JOB DESCRIPTIONS

4.1 The Chief Executive Officer and/or Academy Head will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the Trust and or at local level. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the Trust or individual school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed regularly as part of the appraisal process.

5. ACCESS TO RECORDS

5.1 The Chief Executive Officer and/or Academy Head will ensure reasonable access for individual members of staff to their own employment records.



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6. APPRAISAL

- 6.1 Assessment will be based on evidence from a range of sources, as described in the Trust's Capability and Appraisal Policy. Although the Trust will establish a firm evidence base in relation to the performance of all employees, there is a responsibility on the individual and their reviewer to work together. Employees should gather any evidence that they deem is appropriate in relation to their objectives and other relevant criteria (e.g., the Teachers' Standards and criteria to be paid on Upper Pay Range), so that such evidence can be taken into account at the performance review.
- 6.2 Performance Management objectives will become more challenging as staff progress up their pay range/grade.
- 6.3 Where not already directly responsible for objective setting and pay recommendations, the Academy Head will moderate these to ensure consistency and fairness.

7. TRUST and/or LOCAL OBLIGATIONS

- 7.1 The Trust and its committees will fulfil its obligations to and where possible exceed:
- > Teachers: as set out in the School Teachers' Pay and Conditions Document ('the Document') and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book'). The Trust and its committees will also comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers;
 - > Support staff: as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) and local pay and grading arrangements, as they apply to schools and where not already amended as described in this policy or the Trust's Capability and Appraisal policy.
- 7.2 The Trust will consider any updated policies to ensure that the appropriate arrangements for linking performance management to pay are in place, can be applied consistently and that their pay decisions are properly documented and can be objectively justified. It will at all times assure itself that public money is being used effectively and with propriety, as necessary, seeking appropriate independent advice and complying with audit requirements.
- 7.3 The Trust will ensure that it makes funds available wherever this is possible to support pay decisions, in accordance with this pay policy (see paragraph 13. Procedures) and the school's spending plan.
- 7.4 The Trust will monitor the outcomes of pay decisions, including the extent to which different groups of staff may progress at different rates, ensuring the school's continued compliance with equalities legislation.



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8. CEO / ACADEMY HEAD OBLIGATIONS

8.1 The CEO and/or the Academy Head will:

- > Develop clear arrangements for linking appraisal to pay progression and consult with staff and union representatives through the Joint Consultative Committee (JCC) on the Appraisal & Capability and Pay;
- > Submit any updated Appraisal & Capability and Pay policies to the Board for approval, where the scheme of delegation allows;
- > Ensure that effective capability & appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- > Submit pay recommendations to the Board and/or the Locality Committee and ensure the Board and/or the Locality Committee has sufficient information upon which to make pay decisions;
- > Ensure that all members of staff are informed about decisions reached and that records are kept of recommendations and decisions made.

9. EMPLOYEE OBLIGATIONS

9.1 Employees will:

- > Engage with the appraisal and capability process - this includes working with their reviewer to ensure that there is a secure evidence base in order for an annual pay determination to be made;
- > Keep records of their objectives and review them throughout the performance management process;
- > Share any evidence they consider relevant with their reviewer;
- > Under normal circumstances ensure they have, as a minimum, an annual review of their performance.

10. DIFFERENTIALS

10.1 The need to create or maintain appropriate differentials between posts within the school will be considered, recognising: accountability and job weighting; the Trust's need to recruit, retain and motivate sufficient employees of the required quality at all levels; and the more recent removal from the document of prescribed differentials between leadership posts.

11. DISCRETIONARY PAY AWARDS

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

12. SAFEGUARDING OF PAY

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



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13. PROCEDURES

- 13.1 The Trust will determine the annual pay budget on the recommendation of the Trust Finance and Resources Committee. It will be applied to the school budgets and effectively communicated to Academy Heads through the CEO at annual budget conversations.
- 13.2 Within the Trust, the Finance and Resources Committee will delegate the responsibility for the pay decisions to the relevant line manager or Academy Head in line with the Scheme of Delegation.
- 13.3 Any person employed to work at the school, other than the CEO / Academy Head (at a local level), must withdraw from a meeting at which the pay or performance management of any other employee of the school is under consideration. The CEO / Academy Head (at a local level) must withdraw from that part of the meeting where the subject of consideration is their own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about their ability to act impartially.
- 13.4 The Board / Locality Committee meeting will be attended by the CEO / Academy Head (at a local level) in an advisory capacity. Where the Trust has invited either a representative of The Consortium Trust or the external adviser to attend and offer advice on the determination of the CEO / Academy Head's pay (at a local level), that person will withdraw at the same time as the CEO / Academy Head while the committee reaches its decision. Any member of the committee required to withdraw will do so.
- 13.5 The terms of reference for the Trust Finance and Resources committee will be determined from time to time by the Board and can be found in the Scheme of Delegation
- 13.6 Reports of the Trust Finance and Resources committee will be placed in the confidential section of the Trust's agenda and will either be received or referred back. Reference back may occur only if the Finance and Resources committee has exceeded its powers under the policy.

14. ANNUAL DETERMINATION OF PAY

- 14.1 All staff salaries will be reviewed annually to take effect, where headroom is available, from:
 - > **1st September for all staff, including the CEO, Trust Senior Leaders, Academy Heads, Teachers and Support staff;**
- 14.2 The Trust will endeavour to complete all annual pay reviews for the CEO, Trust Senior Leaders Academy Heads, Teachers and Support staff by 31 December. They will in any case complete the process without undue delay. Any awards will be backdated to 1st September for all staff.
- 14.3 **Annual pay progression is not automatic.** It will only be considered where staff have met the expectations described in this policy, the Trust's Appraisal & Capability policy and through their performance management process, and will be subject to the maxima of the employee's relevant pay range/grade and the Trust's annual decision making processes.
- 14.4 Pay progression will not be considered during any probationary period. Normal appraisal & capability and pay review arrangements will apply following the successful completion of any probationary period and, for support staff, subject to the "11 month rule" described in paragraph 21 of this policy.



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15. ABSENCE AND/OR PARTIAL ACHIEVEMENT OF OBJECTIVES

- 15.1 Where any member of staff has been absent for some or all of the performance management period, for example, as a result of long-term sickness absence or maternity leave, the assessment in relation to pay progression will be based on performance during any period of attendance and/or prior performance.
- 15.2 In exceptional circumstances, for example, where objectives have not been fully met due to factors entirely outside the control of the reviewee, the reviewer may apply discretion in recommending pay progression. Such discretion will normally only be applied where:
- > For teachers: competency in all elements of the Teachers' Standards
 - > For Teaching Assistants: competency in all elements of the Teaching Assistant Standards
 - > For other Support Staff the standard of work more generally has been of a high level or has met the relevant standards as required by the Trust Board.

16. NOTIFICATION OF PAY DETERMINATIONS

- 16.1 Decisions will be communicated to each member of staff by the CEO and/or Academy Head, in writing, at the earliest opportunity and no later than one month after the pay determination. Decisions on the pay of the CEO will be communicated by the Chair of the Board, again, in writing. All communication regarding pay determinations will set out the reasons why decisions have been taken. An instruction to amend pay from the relevant date will be issued as soon as practicable after the pay decision has been made.
- 16.2 In accordance with the Document, pay statements given to teachers, as part of the regular review process or when other pay decisions are taken, will state all remuneration, including any allowances, any payments or other financial benefits for recruitment and retention purposes, any safeguarded sums and any fixed term arrangements, as well as where a copy of the Trust's pay policy and staffing structure can be inspected.

17. PART-TIME EMPLOYEES

- 17.1 The CEO and/or Academy Head and Trust will use their best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator. For teaching staff, this will include the Locality Committee applying the provisions of the Document in relation to part-time teachers' pay and working time.

18. SALARY SACRIFICE ARRANGEMENTS

- 18.1 The Trust operates salary sacrifice schemes in relation to Childcare Vouchers. Staffing choosing to participate in this scheme will have their gross pay reduced according to the terms of the scheme for the duration of their participation.

19. APPEALS PROCEDURE

- 19.1 The appeals procedure in relation to pay decisions for all staff is set out in Appendix 2 of this policy.
- 19.2 The following sections of the policy cover further pay arrangements as they apply to, firstly, support staff and, secondly, teaching staff.



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PAY ARRANGEMENTS SPECIFIC TO SUPPORT STAFF

21. SUPPORT STAFF PAY

Salary on appointment

- 21.1 The Trust notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The Finance and Resources committee will determine the pay grade of support staff on appointment in accordance with the scale of grades currently applicable in relation to employment with the Trust (where relevant), which the Finance and Resources committee considers appropriate for the post.
- 21.2 The Trust will determine the pay range to be advertised, taking account of the full responsibilities of the post and, where relevant, the Trust's guidance on Single Status benchmark job descriptions.
- 21.3 Appointment in each case will normally be within the lower part of the grade, unless the post is specifically designated as appropriately placed in the higher part. Salary on appointment will normally be to the lowest point of that grade. Where the school is satisfied that it is necessary to pay a higher starting salary in order to attract the best candidate, the appointment may be made at any point up to the midpoint of the advertised pay range.

Serving support staff

- 21.4 In any year in which the Trust or Locality Committee agrees to award incremental progression to support staff, progression within the relevant part of the grade will be by a single increment, which is dependent on successful performance in post, as assessed through the performance management process. Further information is contained in the Trust's Capability and Appraisal policy.
- 21.5 Where performance has been assessed as exceptional, the Trust or Locality Committee may apply its discretion and award enhanced progression of an additional point, where there is scope for this within the relevant part of the pay grade.
- 21.6 To ensure that an employee who is new in post is able to benefit from, where available, incremental progression when performance supports this, the school will ensure forward objectives are set as soon as possible set upon completion of any probationary period and that a performance management review is completed within four to six months of this. Provided that this is done, an increment will be paid from the first day of eleventh month after the employee's start date. This is referred to elsewhere as the "eleven month rule". After that, the employee will fit into the normal appraisal review cycle.
- 21.7 The eleven month rule will be applied to pay progression following promotion or the re-grading of an employee's post.



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Acting-up Payments and Honoraria

- 21.8 The Trust or Locality Committee may determine to make acting-up payment or an honorarium.
- 21.9 An acting-up payment may be appropriate where an employee takes on the full duties of a more senior post for a substantial period (usually four weeks or more) in the absence of the post-holder or where there is a vacancy pending recruitment to a vacant post. Where an acting-up payment is agreed, the employee will receive a salary which is not less than the minimum point of the salary for the “acting-up” post, and at least one incremental point higher than their substantive salary.
- 21.10 An honorarium may be appropriate where an employee takes on additional duties of a higher paid post for a temporary period (for whatever reason), but not the full duties. Where an honorarium payment is agreed, the school will estimate the proportion of the duties at the higher level which the employee has undertaken, the period over which the duties have been undertaken and calculate a payment. Honoraria will normally be paid as a lump sum retrospectively.



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PAY ARRANGEMENTS SPECIFIC TO TEACHING STAFF & TRUST LEADERSHIP ROLES

22. PAY RANGE FOR LEADERSHIP POSTS

- 22.1 Leadership post holders will be paid in accordance with the pay ranges for school. For clarity Academy Head and Trust wide leadership post salaries will be considered by the Trust Board on recommendation of the CEO.
- 22.2 Wider leadership posts will need to meet the basic criterion of leadership responsibilities across the whole Trust to be paid on the leadership pay ranges.
- 22.3 The Trust may seek independent advice and/or benchmarking data, as appropriate, when determining leadership pay.
- 22.4 The Trust will record the rationale for leadership pay determinations and the reasons for any re-determination of pay.

Academy Head - Pay on appointment, or following a significant change in responsibilities, or following an associated review of leadership pay

In accordance with the Document, the Trust will determine leadership pay on appointment and may re-determine leadership pay following any significant change in responsibilities. It may also determine that it is necessary to review the pay of all leadership posts under the annual arrangements to maintain consistency.

22.5 When determining the Leadership Pay Range, the Trust will take into account:

- > All the permanent responsibilities of the role, including any permanent responsibility as the Academy Head of more than one school
- > Any challenges that are specific to the role
- > All other relevant considerations, for example, any recruitment and retention difficulties, the requirement for a fixed-term appointment or candidate specific factors, including how well the appointee meets the requirements of the post and how much room is appropriate for progression for the individual.

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



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Pay progression for serving Academy Heads

- 22.6 The Chief Executive Officer will review the Academy Head pay in accordance with the Document, the Trust's Appraisal and Capability policy and this policy, having regard to the most recent performance management report and the recommendation on pay that it contains. It will award one point progression where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The Trust may consider awarding a two point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one point progression.
- 22.7 All pay decisions (i.e., no movement, one point, more than one point) will be clearly attributable to the performance of the leadership post holder. The Chief Executive Officer will be able to justify its decisions.
- 22.8 The Chief Executive Officer may re-determine the pay range for the serving Academy Head in accordance with the above arrangements and the Document, as at 1 September or at any time if they consider it is necessary, for example, as a result of a significant increase in pupil numbers or a significant change in responsibilities.
- 22.9 The Trust may also choose to review the pay of all of its leadership posts under the arrangements within the Document if it determines that this is required to maintain consistency with pay arrangements for new appointments to the leadership team.

Temporary Payments to the Academy Head

- 22.10 An additional temporary payment (of up to 25% of annual salary) in accordance with the provisions of the Document will only be considered for additional Academy Head responsibilities that are undertaken on a temporary or irregular basis, and which have not already taken account of when setting base pay, for example, any temporary responsibility for additional schools. No additional payment will be considered for local collaboration as this forms part of the role of all Academy Heads.
- 22.11 In wholly exceptional circumstances, the Chief Executive Officer will consider using its discretion to exceed the normal limits on temporary payments and the sum of total salary, as set out in the Document. However, before agreeing to do so, it will seek the agreement of the Trust Board which in turn will seek external independent advice before providing such agreement.
- 22.12 The Trust may appoint an Academy Head on a fixed-term contract where it determines that the circumstances of the Trust requires it. In establishing such a contract the relevant body will consider how reward should be structured and whether achievement of objectives should be assessed over a shorter or longer timescale that would normally be the case.

23. ACTING ALLOWANCES

- 23.1 The Trust may determine to pay an acting allowance in accordance with Document to any teacher who is assigned and carry out the duties of the Academy Head. The Chief Executive Officer will, within a four week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.



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23.2 Any teacher who carries out the duties of the Academy Head, for a period of four weeks or more may be paid at an appropriate salary on the leadership pay range with payment backdated to the commencement of the duties, as determined by the Chief Executive Officer. Where a pay range has been determined for the post for which an acting payment is being made, the 'appropriate salary' will not be lower than the minimum of that range.

24. OTHER TEACHERS

24.1 Pay on appointment (Unqualified, Main, Upper and Leading Practitioner pay ranges)

The Trust will determine the starting salary of any teaching post on the Unqualified, Main, Upper and Leading Practitioner pay ranges, having due regard to:

- > The requirements of the post;
- > Any specialist knowledge required for the post;
- > The experience required to undertake the specific duties of the post;
- > The wider school context.

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

25. PAY PROGRESSION FOR EXISTING MAIN PAY RANGE TEACHERS

25.1 The pay scale currently in force for Main Pay Range teachers in this Trust can be obtained by contacting the Finance and HR Manager.

25.2 **Qualifications:** One point on the main pay scale will be awarded to teachers who are good honours graduates (2:1 or better). This point should be added to point 1, and therefore such teachers will start at point 2. The Trust will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value

25.3 To move up the main pay range, one annual point at a time, teachers will need to have met their objectives, shown that they are competent in all elements of the Teachers' Standards and teaching should be 'good' overall (based on successful appraisal and meeting all professional Teachers' Standards).

25.4 If the evidence shows that a teacher has performed exceptionally, including overall teaching being consistently outstanding, the Trust will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of one additional point.

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

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



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Further information, including sources of evidence is contained in the Trust's Capability and Appraisal policy.

25.5 The Trust will be advised by the Academy Head in making all such decisions. Any increase (i.e., no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Trust will be able to justify its decisions.

26. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

26.1 Any qualified teacher who has been employed within the Trust (or the same maintained school where TUPE applies) for at least two performance management cycles can apply to be paid on the Upper Pay Range. However, in order to be able to demonstrate that they meet the assessment criteria set out in the Document (see below), particularly around the teacher's achievements and contribution to the school being substantial and sustained, it is likely that applications will be submitted by teachers with a number of years of classroom teaching experience, typically a minimum of three years and often significantly more. It is the responsibility of the teacher to decide whether or not they wish/when to apply to be paid on the Upper Pay Range.

26.2 If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This Trust will not be bound by any pay decision made by another school.

26.3 Applications will normally include the results of the two most recent appraisals in this Trust, including any recommendation on pay. Where such information is not applicable or available, e.g., those newer to teaching or returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

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

Process:

26.5 One application may be submitted annually (see application form in Appendix 1 The closing date for applications is normally 31st October each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- > The teacher must complete the Trust's application form Appendix 1
- > The teacher should submit the application form and supporting evidence to the Academy Head by the cut-off date of 31st October;
- > The teacher will receive notification of the name of the assessor for their application within 5 working days;
- > The assessor will assess the application, which will include a recommendation to the Finance and Resources committee;



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- > The application, evidence and recommendation will be passed to the Academy Head for moderation purposes, if the Academy Head is not the assessor;
- > The Trust will make the final decision, advised by the Academy Head;
- > The teacher will receive written notification of the outcome of their application within 10 working days of the decision being made. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);
- > If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application/request for feedback. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria;
- > Successful applicants will move to the minimum of the UPR on 1 September following the academic year in which the application was submitted;
- > Unsuccessful applicants can appeal the decision. The appeals process is set out in Appendix 2

Assessment:

26.6 The teacher will be required to meet the criteria set out in the Document, namely that:

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

In this Trust, this means:

"Highly competent" means; the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working; pupil progress is consistently at least good; performance is such that support, coaching and mentoring could be provided to other teachers'; giving them advice and demonstrating good teaching practise; a wider contribution is made to the work of the school beyond the classroom; practise is reflective and displays a commitment to personal professional development

"Substantial" means: the teachers achievements and contributions to the Trust is of real importance, validity or value to the school; 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 standards of teaching and learning in their classroom, or with their groups of children, but also in making a significant wider contribution to school improvement; takes advantage of appropriate opportunities for professional development and uses the outcomes effectively, which impact on pupils' progress and the effectiveness of staff and colleagues.

"Sustained" means: maintained over at least the last two school years in this Trust (or preceding maintained school where TUPE applies).

Further information, including information on sources of evidence is contained within the Trust's Capability and Appraisal policy.



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27. PAY PROGRESSION FOR EXISTING UPPER PAY RANGE TEACHERS

- 27.1 The pay scale for Upper Pay Range teachers in this Trust can be obtained by contacting the Finance and HR Manager.
- 27.2 To move up the pay range, one point biennially, upper pay range teachers will need to have had two successful performance reviews in which they have met their objectives, maintained the criteria set out in paragraph 26 (namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained, as defined above) and teaching should be overall 'good' (based on successful appraisal and meeting all professional Teachers' Standards) and increasingly 'outstanding'.
- 27.3 Where it is clear from the evidence that the teacher's performance has been exceptional in relation to the above criteria, teaching is consistently outstanding and the teacher has exceeded some or all of their objectives, the Finance and Resources committee may use its flexibility to decide on enhanced progression from the minimum to the maximum of Upper Pay Range.
- 27.4 Further information, including sources of evidence is contained within the Trust's Capability and Appraisal policy.
- 27.5 The Trust will be advised by the Academy Head in making all such decisions. Any increase (i.e., no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Trust will be able to justify its decisions.

28. LEADING PRACTITIONER ROLES

- 28.1 The Trust will take account of the Document when determining the role of any future leading practitioner role in this Trust. Additional duties will be set out in the job description of any leading practitioner and will include:
- > A leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
 - > The modelling and leading improvement of teaching skills within school;
 - > Improving the effectiveness of staff and colleagues, within school and other settings as appropriate, defined by the Academy Head / Chief Executive Officer.
- 28.2 The Academy Head / Chief Executive Officer will agree performance management objectives for any leading practitioner.



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- 28.3 To move up the agreed leading practitioner pay range, one annual point at a time, the most recent performance management review should show that the leading practitioner:
- > Has met their objectives;
 - > Is an exemplar of teaching skills, which should impact significantly on pupil progress, within school, the Trust and within the wider school community, if relevant;
 - > Has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
 - > Is highly competent in all aspects of the Teachers' Standards;
 - > Has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace and across the Trust that contribute to school improvement.

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

- 28.4 Where it is clear from the evidence that the teacher’s performance is exceptional, the Trust may award enhanced pay progression of one additional point.
- 28.5 Further information, including sources of evidence is contained within the Trust’s Capability and Appraisal policy.
- 28.6 The Trust will be advised by the Academy Head in making all such decisions. Any increase (i.e., no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Trust will be able to justify its decisions.

29. PAY ON APPOINTMENT AND PROGRESSION FOR UNQUALIFIED TEACHERS

- 29.1 The pay scale for Unqualified Teachers in this Trust can be obtained by contacting the Finance and HR Manager.
- 29.2 The Trust will pay any unqualified teacher in accordance this policy and the Document. The Trust will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The Trust will also consider whether it wishes to pay an additional allowance, in accordance with the provisions of the Document.
- 29.3 To move up the main pay range, one annual point at a time, unqualified teachers will need to have met their objectives and demonstrated:
- > An improvement in teaching skills;
 - > An increasing positive impact on pupil progress;
 - > An increasing impact on wider outcomes for pupils;
 - > Improvements in specific elements of practice identified to the teacher;
 - > An increasing contribution to the work of the school;
 - > An increasing impact on the effectiveness of staff and colleagues.
- 29.4 If the evidence shows that an unqualified teacher has achieved exceptional performance, the Trust may use its discretion to award enhanced pay progression of one additional point.



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- 29.5 Information on sources of evidence is contained within the Trust's Capability and Appraisal policy.
- 29.6 The Trust will be advised by the Academy Head in making all such decisions. Any increase (i.e., no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Trust will be able to justify its decisions.

30. TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS

- 30.1 The Trust may award a TLR to a classroom teacher in accordance with this policy and the Document. A TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the school's staffing structure.
- 30.2 Before awarding any TL1 or 2 payments the Trust must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that it:
- a) is focused on teaching and learning;
 - b) requires the exercise of a teacher's professional skills and judgement;
 - c) requires the teacher to lead, manage and develop a subject or curriculum area, or to lead and manage pupil development across the curriculum;
 - d) has an impact on the educational progress of pupils other than the teachers assigned classes or groups of pupils; and
 - e) involves leading, developing and enhancing the teaching practice of other staff
- 30.3 The Trust may award a TLR3 of between £529 to £2,630 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in and taking into account the criteria set out in the Document and in section 30.2 above. The Trust will set out in writing to the teacher the duration of the fixed term, and the amount of the award, which will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3. In accordance with the Document, the Trust will not award consecutive TLR3 payments for the same responsibility.

31. SPECIAL NEEDS ALLOWANCE

- 31.1 The Trust may award a SEN spot value allowance on a range of between £2,149 and £4,242 to any teacher which meets the criteria for allocation.

When deciding on the amount of the allowance to be paid, the Trust will consider the structure of the SEN provision locally and with reference to the central service the Trust provides, whether any mandatory qualifications are required for the post, the qualifications and expertise of the individual and the relative demand of the post. The Trust on the advice of the Academy Head will also establish differential values in relation to SEN roles in the school to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified as laid out in the Document



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32. TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

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

33. ADDITIONAL PAYMENTS

33.1 The Trust may make payments as they see fit to a teacher in respect of:

- > Activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- > Participation in out-of-school hours learning activity agreed between the teacher and the Academy Head or, in the case of the Academy Head, between the Academy Head and the Chief Executive Officer;
- > Participation in out-of-school hours CPD agreed between the teacher and the Academy Head or, in the case of the Academy Head, between the Academy Head and the Chief Executive Officer;
- > Additional responsibilities and activities due to, or in respect of, the provisions of services by the Academy Head relating to the raising of educational standards to one or more additional schools.

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

33.3 The Trust will make additional payments to teachers in accordance with this Document where advised by the Academy Head (or Chief Executive Officer in the case of the Academy Head). Payment will be as the Trust or where relevant the Locality Committee see fit.

34. RECRUITMENT AND RETENTION INCENTIVE BENEFITS

34.1 The Trust can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive for teaching staff.

34.2 The Trust will consider exercising its powers under this Document where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

34.3 The Trust will, nevertheless, conduct an annual formal review of all such awards.

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



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35. HONORARIA

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

36. APPLICATION OF NATIONAL PAY FRAMEWORK UPLIFT TO SALARIES AND ALLOWANCES

- 36.1 Any agreed uplift to the national pay framework will be applied to all pay ranges, salaries and allowances in payment on 1 September annually

37. CEO PAY RESTRICTIONS

- 37.1 The Trust Board believes that all colleagues should be rewarded in relation to their role, duties and expectations, but further notes that public Trust in the pay of senior Academy Executives is low.
- 37.2 The Trust Board has placed an absolute ceiling on CEO pay at a ratio of 1:8 linked to the lowest FTE equivalent employee. This is effectively half the national average within the academy sector that stands at 1:15



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APPENDIX 1

APPLICATION TO BE PAID ON THE UPPER PAY RANGE

Upper Pay Range Application Form

Teacher's Details:

Name: _____

Post: _____

Performance Management/Appraisal Details:

Years covered by planning/review statements:

Schools covered by planning/review statements:

Declaration:

I confirm that at the date of this request for assessment to move to the Upper Pay Range, I meet the eligibility criteria and I submit performance management/appraisal planning and review statement covering the relevant period.

Applicant's signature _____ **Date** _____



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APPENDIX 2 APPEALS PROCEDURE

Introduction

As part of the overall performance management process, a pay recommendation is made by the reviewer (normally the line manager) and discussed with the employee at their review meeting prior to being submitted to the Trust or relevant decision maker.

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

If the employee believes that the final pay recommendation/decision falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice. Employees have a statutory right to be accompanied at any stage of a formal appeal hearing by a companion who may be either a work colleague or a trade union representative.

Appeal Procedure Steps: Informal Stage

An employee may seek informal review of the pay recommendation made by their reviewer, using the approach described above. There is no requirement to submit their concerns in writing under the informal stage of the appeal procedure, although doing so may help clarify the concerns/evidence in support of a review of the pay recommendation.

Appeal Procedure Steps: Formal Stage

If an employee wishes to exercise their right of appeal under formal procedures, they must write to the Clerk of the governing body at the earliest opportunity and normally within 10 school working days of the written advice of their pay determination, or the conclusion of discussions under the informal stage of the procedure. Written notification of the appeal should include a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

On receipt of the written appeal, the Clerk to the Trust will establish an Appeal Committee drawn from the Trust's Governance structure. This will consist of three Trustees or Locality Committee members, none of whom are employees in the school or have been previously involved in the relevant pay determination process. The Appeal meeting will be convened at the earliest opportunity and normally no later than 20 school working days after the date on which the written appeal was received. Both "the recommendation provider" and "the decision maker" will be required to attend the meeting.



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

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

The Modified Procedure

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

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

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



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Document Control

Changes History

Version	Date	Amended By	Details of Change
V2	01/06/17	Principal/CEO	Annual review – Considering DfE Circular (Feb 2017) “Staffing and employment advice for schools” and minor tidying amendments
V3	28/02/18	Finance & HR Manager	Additional review Including Pay review for Executive and Senior leaders, including Academy Heads
V4	12/12/18	Principal/CEO	Annual review Including review of Local Governance, inclusion of gender pay gap reporting and a cap on CEO pay
V5	02/04/2020	HoS People	Annual review

Approval

Name	Job Title	Signed	Date
Andrew Aalders-Dunthorne	Principal/CEO	Electronic signature	29/12/2016
Dawn Carman-Jones	On behalf of the Trust Board	Electronic signature	29/12/2016

Equality Impact Assessment

Date	Name	Details

END OF DOCUMENT