CLT8.1.1

PAY POLICY
2021/22

Date Reviewed	Body	Review Date
Autumn Term 2021	Board of Trustees	Autumn 2022

This policy must be read in conjunction with the Trust's Scheme of Delegation document.

INTRODUCTION

1.1 Policies for the Chiltern Learning Trust are designed to support the ethos, aims and vision of the Trust and each school.

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

2. BACKGROUND

2.1 The Trust has adopted this policy in respect of pay which has regard for the following:

2.1.1 the requirements of the School Teachers' Pay and Conditions Document (STPCD)

2.1.2 the requirements of the NJC Conditions of Service Green Book

2.1.3 the School Staffing (England) Regulations 2009 (as amended in 2012)

2.1.4 the Local Authority's Single Status Agreement

2.1.5 the school's delegated budget

2.1.6 the current staffing structure of the school

2.1.7 legislation in respect of equal opportunities and equal pay.

2.1.8 Attached to this policy are:

- Appendix 1: Appeals in respect of matters relating to pay
- Appendix 2: Pay Committee Terms of Reference
- Appendix 3: Application for Upper Pay Range
- Appendix 4: Salary statement
- Appendix 5: Report to Local Governing Body
- Appendix 6: Employee Referral Scheme
- Appendix 7: Acting Up and Honorarium Payments
- Appendix 8: Leadership pay spine

The Trust seeks to ensure equal opportunities and respects the diversity of all staff regardless of gender, sexuality, race, religious belief, disability or age.

The Trust will abide by all relevant legislation and, in particular, will not discriminate on grounds of age, sex, sexuality, race, religion or disability. The Trust will promote equality in all aspects of school life, particularly as regards to advertising of posts, appointing, promoting and paying staff, training and staff development

2.2 The Trust will operate the policy in respect of its responsibilities as the "relevant body" as defined in the School Staff Regulations 2012:

2.2.1 Grade posts appropriately within the appropriate conditions of service (ie School Teachers; Pay and Conditions Document, referred to in this policy as 'Document', the Green Book and local agreements adopted by the local

authority).

2.2.2 take into account pay relativities between posts within the school.

2.2.3 ensure that discretion in awarding allowances, payment, incentives or honoraria (where appropriate) and the determination of the salary and pay progression is exercised in a fair and equitable manner

2.2.4 give recognition, in line with statutory guidance to assigned increased responsibilities, whether on a temporary or permanent basis

2.2.5 take into account, so far as is practicable, pay levels in other schools, both inside and outside the authority, particularly those of a similar type and in a similar neighbourhood.

2.2.6 assure the highest quality of teaching and learning at the school

2.2.7 enable the school to recognise and reward teachers appropriately for their contribution to the school

2.3 This policy will be subject to annual review by the CLT Board of Trustees following consultation with the recognised trades unions.

2.4 Having determined the policies set out below, the Trust delegates the management of the policy to the LGB Pay Committee. The LGB Pay Committee will be responsible for implementing the pay policy, subject to the approval of the Trust and have full authority to take pay decisions on behalf of the Trust in accordance with this policy. The Chief Executive is responsible for making recommendations to and for advising the relevant LGB Pay Committee on its decisions on the Headteachers. The Headteacher is responsible for agreeing pay recommendations with the Chief Executive, for all other staff, for decision by the LGB Pay Committee. The Chief Executive will report to the Committee on those occasions when it may be necessary to exercise delegated responsibility in respect of the school's discretion. The Board of Trustees will delegate the task of appraising the Chief Executive to a sub-group consisting of normally three members of the Board and seek independent advice on the pay of the Chief Executive.

2.5 In exercising their delegated responsibilities, the Trust requires each school's Pay Committee to have appropriate regard to their budget approved by the local governing body and the requirements of employment legislation, particularly the Equal Pay Act, Equalities Act 2010, Part Time workers Regulations, Fixed Term Employees Regulations 2002. The Trust expects each Pay Committee to act on the recommendations of the Trust and seek external objective advice where appropriate.

2.6 Chiltern Learning Trust has adopted a whole school approach to matters of pay and will have particular regard to the issue of salary differentials. By adopting such an approach, the Trust will ensure that discretion is exercised in a considered and careful manner and avoid potentially divisive initiatives.

2.7 Any grievance arising out of this policy will be dealt with under the Pay Appeals Procedure adopted by the Trust (Section 20 of this policy). An appeal should be registered within ten working days of receiving notification of pay or grading. This Appeals Procedure will also apply to any appeal under the school's Appraisal Procedure for Teachers. The appeal should be registered within ten working days of receipt of the final review statement/appraisal report.

2.8 This policy recognises the diverse types of jobs and roles within a holistic staffing context and is therefore sub-divided for ease of reference into teaching and support

staffing.

TEACHERS

3.1 Pay reviews

3.1.1 The Trust's Appraisal cycle runs from 1st November to 31st October each year and the Trust will ensure that each teacher's salary is reviewed annually with effect from 1 September, that each teacher is notified of the outcome by no later than 30 November each year, and that all teachers are given written notification of their salary and any benefits to which they are entitled. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that led 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.

3.1.2 Any teacher away from school because of maternity leave must receive any pay increase that she would have received had she not been on maternity leave. Account should be taken of performance in previous appraisal periods if the teacher has been absent for much of the current appraisal year.

3.1.3 Consideration of reasonable adjustments which allow an equal opportunity to participate in appraisal and access to pay progression must be considered for any teacher absent for a disability related reason for much of the current appraisal year.

3.1.4 Where a pay determination leads or may lead to pay safeguarding, the Trust will give the required notification as soon as possible and no later than one month after the date of the determination.

3.2 Starting salary of new appointments

3.2.1 The local governing body will determine the starting salary to be offered to the successful candidate within the staffing structure agreed by the Chief Executive and the Headteacher.

3.3 Classroom teachers

3.3.1 The Trust has established the following pay scales for classroom teacher posts paid on the Main Pay Scale and Upper Pay Range

Main Pay Range

1 £25,714
2 £27,600
3 £29,664
4 £31,778
5 £34,100
6 £36,961

Upper Pay Range

1 £38,690
2 £40,124
3 £41,604

*(*As amended by the Department for Education's response to the 2021 School Teachers Review Body pay review process).*

3.3.2 The Local Governing Body will, if necessary use its discretion to award a recruitment incentive benefit as per this pay policy following discussion with the Chief Executive and Headteacher, where a post may be hard to fill and/or to secure the candidate of its choice.

3.3.3 The Local Governing Body will apply the principle of pay portability in making pay determinations of all new appointees. It will also exercise its discretion to take into account previous relevant experience in determining the starting point on the appropriate scale.

3.3.4 The arrangements for teacher appraisal are set out in the Trust's Appraisal Policy.

3.3.5 Decisions regarding pay progression will be made with reference to the teacher's appraisal reports and the pay recommendations they contain. In the case of early career teachers (ECT's), whose appraisal arrangements are different, performance and pay recommendations will be made by means of the statutory induction process. Teachers in their two-year induction period may be awarded pay progression on the successful completion of each year of their statutory induction period. Schools must ensure that ECTs are not negatively affected by the extension of the induction period from one year to two years.

To be fair and transparent, assessments of performance will be properly rooted in evidence. Appraisal objectives will be appropriate to the career stage of the teacher. 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 outcome for pupils improvements in specific elements of practice identified to the teacher e.g. behaviour management, lesson planning
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

The evidence that will be used to inform the assessment of a teacher's performance against appraisal objectives may include:

- lesson observations
- lesson planning
- marking scrutiny
- wider contribution to the school
- impact on the effectiveness of colleagues

3.3.6 To move up the main pay range one annual point at a time, teachers will need to have demonstrated that they have made good progress towards / met their objectives.

3.3.7 Any teacher who appears unlikely to meet their objectives during the appraisal year, will be identified, given written feedback on the areas for improvement (e.g. written lesson observation) and provided with practical support to reach the necessary standards of performance. If this intervention proves unsuccessful, taking all of the circumstances into account, the assessor may conclude that no pay progression is appropriate.

3.3.8 If the evidence shows that a teacher has consistently performed exceptionally well, the Pay Committee will consider the use of its discretion to award enhanced pay progression of a further point. For this to be the case the majority of teaching will have been outstanding with the rest good, and appraisal objectives been fully met.

3.3.9 The pay committee will be advised in making all relevant pay decisions. All recommendations (i.e. no movement, one point or two points) will be clearly attributable to the performance of the teacher in question. The Pay Committee will be able to justify its decisions.

4. MOVEMENT TO UPPER PAY RANGE

4.1 Applications to be paid on the Upper Pay Range

4.1.1 Any qualified teacher can apply annually to be paid on the Upper Pay Range. (If a teacher is simultaneously employed at another school they may submit separate applications if they wish to apply to be paid on the UPR in that school).This school will not be bound by any pay decision made by another school. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

4.1.2 To be eligible to apply, teachers will normally have been at the upper point of the main pay scale for one year and have a minimum of two years post ECT experience as a teacher. In exceptional cases, applications from teachers with two years post ECT teaching experience may be considered.

4.1.3 Applications may be made once a year. The closing date for applications is normally 31st October each year, however, exceptions may be made in particular circumstances, for example, maternity leave or long term sickness. All applications must be made using the attached application form and must include the two most recent appraisals including any recommendations on pay. Where such information is not available, e.g. those returning from maternity leave or sickness absence, a written statement and summary of evidence to demonstrate that the applicant has met the assessment criteria must be submitted. If a teacher is simultaneously employed at another school they may submit separate applications if they wish to apply to be paid on the UPR in that school. A school will not be bound by any pay decision made by another school

4.1.4 In order for the assessment to be robust and transparent, it will be an evidence based process only. Teachers are encouraged to discuss their intention to apply with their assessor at the start of the appraisal cycle so that appropriate objectives can be set. Those teachers who have been absent for an extended period (through sickness, maternity leave or disability), may use as written evidence appraisals from a 3 year period before the date of application. This should be agreed with the Headteacher in advance.

4.2 Process

4.2.1 One application may be submitted annually. The closing date for applications is normally 31 October each year; however exceptions may be made in particular circumstances – maternity leave, long term sickness etc. The process for applications is:

1. Complete the school's application form (appendix 3)

2. Submit the application form and copies of the two most recent appraisal documents and any other information they wish to include where gaps may exist to the Headteacher by 31 October.

3. If the assessor is not the Headteacher then the teacher will be notified who this is within 5 working days.

4. Application assessed including a recommendation made.

5. The application, evidence and assessment will be passed to the Headteacher for moderation purposes if he/she is not the assessor.

6. The Pay Committee will make the final decision advised by the Headteacher.

7. The teacher will be notified of the outcome within 5 working days of Pay Committee having met. If unsuccessful the teacher will receive written notification by 30 November. Written notification will include feedback on why this was so and the areas for improvement.

8. If requested, oral feedback will be provided within 10 working days of notification.

9. Successful candidates moving to the base of UPR will have their salaries backdated to 1 September.

10. Unsuccessful applicants can appeal the decision in accordance with Appendix 1 of this policy.

4.3 Assessment

4.3.1 As per the STPCD, the teacher will be required to demonstrate that s/he has met the criteria 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.

4.3.1 The definition of these terms in this school is as follows:

'*highly competent'* - the teacher has demonstrated depth and breadth of knowledge, skill and understanding of all of the Teachers' Standards in their particular role and the context within which they are working. The majority of pupils for which s/he is responsible are making good progress.

'*substantial'* - the teacher's achievements and contribution to the school are significant and in raising standards of teaching and learning in their own classroom. They are a role model for teaching and learning and take advantage of professional development opportunities using these highly effectively to improve pupils' learning.

'*sustained contribution'* - the teacher must have had two consecutive successful appraisal reports which demonstrate the above. They will have shown that their teaching expertise has grown over the relevant period and is of a consistently high quality.

5. UPPER PAY RANGE PAY DETERMINATIONS

5.1 **Pay determinations effective from 1 September 2021**

5.1.1 The Pay Committee will determine whether there should be any movement on the Upper Pay Range (UPR). In making such a determination it will take into account:

- that the teacher is highly competent in all elements of the relevant standards and
- that the teacher's achievements and contributions to the school are substantial and sustained.
- That the evidence base, which should show that the teacher has had two successful appraisals since movement to the UPR or to the second point of UPR

and has made good progress towards their objectives which will be appropriate to the career stage of the teacher.

5.1.2. Evidence that the teacher has maintained and built upon the criteria set out in paragraph 5.1.1 of this policy, 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 (further defined above).

5.1.3 The Pay Committee will be advised by the Headteacher in making all pay decisions. Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

5.1.4 Where the evidence shows the teacher has made good progress, i.e. s/he continues to maintain the criteria set out above and has also met his/her objectives, the teacher will move to the next reference point of the UPR.

5.1.5 Any UPR teacher who appears unlikely to meet their objectives during the appraisal year, will be identified, given written feedback on the areas for improvement through a support plan (e.g. written lesson observation) and provided with practical support to do so. If this intervention proves unsuccessful, taking all of the circumstances into account, the assessor may conclude that no pay progression is appropriate.

5.1.6 If the evidence shows that a UPR teacher's performance has been exceptional and where the teacher has substantially met or exceeded their objectives following recommendation, the Pay Committee will consider the use of its discretion to award enhanced pay progression of a further reference point.

6. MODERATION

6.1 The Headteacher will moderate to ensure (in conjunction with other members of the senior leadership team where relevant) that objectives set across the school are consistent in terms of challenge for teachers, having regard to the career stage of individual teachers and to their job role and responsibilities. The Chiltern Learning Trust will also ensure, through the setting of objectives that the Teachers' Standards are interpreted and applied consistently across the trust and will be able to explain and evidence all pay recommendations made to the Pay Committee.

7. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs)

7.1 The Local Governing Body will, following recommendation by the Chief Executive, determine a school staffing structure which recognises specific posts with a focus on teaching and learning, with a significant responsibility for which the teacher is accountable, not required of all classroom teachers. These roles will be recognised by a Teaching and Learning Responsibility payment appropriate to the level of responsibility required of the post and as set out in the job description.

7.2 Before awarding a TLR1 or TLR2 the local governing body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that; it requires the teacher to lead, manage and develop a subject or curriculum 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 TLR 1 the governing body must be satisfied that the sustained additional responsibility includes line management responsibility for a significant number of people.

7.3 A permanent TLR payment may be made to a classroom teacher for undertaking a

sustained additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable. Unqualified teachers may not be awarded TLRs.

7.4 The Trust has determined the value of TLRs as follows:

TLR 2	a.	£2,873
	b.	£4,782
	c.	£7,017
TRL 1	a.	£8,291
	b.	£10,199
	c.	£12,111
	d.	£14,030

7.5 The pay committee may award a fixed-term third TLR (TLR3) to a classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of an individual TLR3 must be no less than £571 and no greater than £2,833. For the academic year 2021-22 a TLR 3 payment may be awarded for responsibilities relating to the delivery of catch-up tutoring to support pupils in relation to lost learning as a result of the pandemic. The duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3. TLR3's are not subject to safeguarding.

8. PART TIME TEACHERS

8.1 Part-time teachers work on a pro-rata basis which is defined by the length of the school day, directed contact time and hours directed for non-class contact, excluding registration, assembly and break time supervision.

9. UNQUALIFIED TEACHERS

9.1 The Trust has established the following pay scale for unqualified teachers employed in classroom teacher posts:

1	£18,869
2	£20,532
3	£22,644
4	£24,507
5	£26,622
6	£28,735

9.2 The Trust can employ individuals and pay them on the unqualified teacher's pay range in the following circumstances;

9.3 a) As a trainee working towards gaining qualified teacher status.
b) As an instructor in any art or skill, or subject or group of subjects, the teaching of which requires special qualifications or experience
c) As a person undertaking training for the purpose of an employment-based initial teacher training scheme for example schools direct, until such time as they successfully complete or stop their training
d) They are a suitably qualified Overseas Trained Teacher

9.4 With effect from 1 September 2012, unqualified teachers/instructors may be recruited and contracted on an indefinite basis. The Trust has determined that instructors may be recruited into posts which will 'give instruction in any art or skill

or any subject or group of subjects (including any form of vocational training) where special qualifications or experience or both are required' (The Education (Specified Work and Registration) England) Regulations 2003.

9.5 The Pay Committee will pay any unqualified teacher in accordance with paragraph 17 of the STPCD.

Pay determinations from 1 September 2021

9.6 In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives.

9.7 The Pay Committee will be advised by the headteacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

9.8 To move up the main pay range one annual point at a time, teachers will need to have demonstrated that they have made good progress towards / met their objectives.

9.9 Any teacher who appears unlikely to meet their objectives during the appraisal year, will be identified, given written feedback on the areas for improvement (e.g. written lesson observation) and provided with practical support to reach the necessary standards of performance. If this intervention proves unsuccessful, taking all of the circumstances into account, the assessor may conclude that no pay progression is appropriate.

9.10 If the evidence shows that a teacher has consistently performed exceptionally well, the Pay Committee will consider the use of its discretion to award enhanced pay progression of a further point. For this to be the case the majority of teaching will have been outstanding with the rest good, and appraisal objectives been fully met.

9.11 The Pay Committee will be advised by the Headteacher following discussions with the Chief Executive in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher.

The Pay Committee will be able to objectively justify its decisions.

10. CHIEF EXECUTIVE, HEADTEACHER, DEPUTY HEADTEACHER, ASSISTANT HEADTEACHERS' AND SLE's SALARIES AND PAY PROGRESSION

10.1 The Chiltern Learning Trust, following external advice, will determine the Chief Executive's terms and conditions of employment.

10.2 The Chiltern Learning Trust must assign each school to an appropriate Head teacher Group as per the STPCD.

10.3 Pay on appointment

10.3.1 At the time of appointing a new Headteacher; the Trust will define the role and determine the Headteacher Group size, set the Headteacher Range and decide the starting salary. A five to seven point range is advised. All decisions and reasons for these determinations must be well documented.

10.3.2 The Trust will consider the Headteacher Group as determined by the total unit score from the School Teachers' Pay and Conditions Document.

10.3.3 The Trust may take account of additional factors that suggest the Headteacher Range should be higher. Factors may include;

- The context and challenge arising from pupil needs
- A high degree of complexity and challenge (multiple schools, dispersed sites and not already reflected in the unit score)
- Additional accountability not reflected in the unit score, for example leading a teaching school alliance
- Factors that impede the school's ability to attract a field of appropriately qualified and experienced leadership candidates

10.4 In taking into account any of these factors the Trust must refer to the departmental advice provided by the DfE.

10.5 The Trust must ensure that the maximum of the Head teacher range including factors and any other temporary payments or allowances, does not, except in exceptional circumstances, exceed the Head teacher Group range by more than 25%.

10.6 If the Trust considers that exceptional circumstances apply, external independent advice must be sought and should the advice suggest additional payment is appropriate a business case must be made and agreed by the Board of Trustees.

10.7 Reviewing the individual pay range for an existing Head teacher where responsibilities have significantly changed

10.8 In reviewing an existing Head teacher's Range (not progression) the Trust should consider paragraphs 10.1 to 10.3.7 above.

10.9 Temporary payments to Head teachers

10.9.1 The Trust may determine that additional payments be made to a Head teacher for clearly temporary responsibilities, for example where the Head teacher is temporarily accountable for more than one school (which can be up to two years in duration only and for which the Head teacher would be issued with a fixed term variation to contract).

10.9.2 The total sum of the temporary payment must not exceed 25% of the annual salary otherwise payable and the total sum of the salary and any other payments made to a Head teacher must not exceed 25% above the maximum of the Head teacher Group except where exceptional circumstances have been determined in accordance with paragraphs above.

10.9.3 If the Head teacher is permanently accountable and responsible for more than one school, the Trust will determine a Head teacher Group based on the total unit score of both schools.

10.10 Pay on appointment for Deputy and Assistant Headteachers

10.11 The Deputy Headteachers and Assistant Headteacher will be appointed to five point individual pay ranges on the leadership spine which ensure that there is a gap between the salary of the highest paid classroom teacher and the bottom of the school's Leadership Team Pay Range. The individual pay range for Deputy and Assistant Head teacher should only overlap the Head teacher range in exceptional circumstances and should not exceed the maximum of the Head teacher Group for the school.

10.12 Chiltern Learning Trust will set annual performance objectives for the Chief Executive and the Chief Executive will set annual performance objectives for the Headteachers

during the Autumn Term. These objectives will relate to school improvement and be set in accordance with the school's Appraisal Procedures for Teachers, having due regard to the school's development plan. The pay of teachers on the leadership spine cannot be increased unless their performance is reviewed and it is determined that there has been a sustained high quality of performance taking account of the performance objectives agreed or set at the beginning of the school year. The Trust will also have regard to any significant changes in the responsibilities of the posts, in the social, economic and cultural background of pupils and in the difficulty of filling the post should it become vacant.

10.13 A teacher on the leadership spine cannot be awarded more than two performance points in the course of a single pay review. The criterion which must be met by a Headteacher for the purposes of pay progression is that there should have been a sustained high quality of performance, with particular regard to the leadership, management and pupil progress at the school. For other members of the leadership group the relevant criterion is - sustained high quality of performance, taking account of their contribution to school leadership and management.

10.13.1 For the Chief Executive and members of the leadership team; the assessment will relate to the leadership of the school and overall achievement within the School Improvement Plan.

10.13.2 Two years' of appraisal review will inform decisions made by the Pay Committee. The appraisal review will consider overall contribution to the school, and the national professional standards applicable to the post, measured against outcomes and objectives set.

10.13.3 The Trust recognises that the budget established for performance pay progression may be insufficient to meet the agreed recommendations. Where there is no top-up funding available the policy will be ranking of teachers in terms of satisfying the criteria 'easily met' or 'just met'.

10.13.4 For the Chief Executive and members of the leadership team the assessment will relate to the leadership of the school and overall achievement within the School Improvement Plan.

11 ACTING ALLOWANCES

11.1 In the event of temporary absence of the Head Teacher, Deputy or Assistant Head Teacher; the Governing Body will consider within one month of the commencement of the absence whether another member of the teaching staff should be asked to act in the capacity of the absent incumbent. Where full duties are being undertaken by the teacher who is acting up, the Trust will normally agree to acting up allowance being paid. This will be based upon the Head teacher Group for the school or five to seven point scale of the substantive postholder as appropriate, but may not be paid at the same point. In the temporary absence of a teacher with management allowances; the Trust will consider acting up arrangements by means of a fair and equitable selection process where applicable.

12 RECRUITMENT AND RETENTION INCENTIVES

12.1 The Local Governing Body may award incentives to meet recruitment and retention needs. In making a decision the local governing body will have regard to whole school considerations.

12.2 The Local Governing Body will specify the reason for an incentive, its value, its duration, any conditions attached and method of payment in writing to the teacher on allocation of the incentive. In considering the award of incentives for recruitment

and retention, the Local Governing Body will have regard to the supply of suitably qualified and experienced teachers and will establish their own criteria for the fair allocation of such award to new and serving teachers to the school, which are:

- Prevailing market forces, which indicate that the school or schools locally have been unable to recruit suitably qualified and experienced teachers in any subject.
- As part of a retention strategy defined in the School Improvement Plan.
- To support a strategy to enhance the Leadership Group.

12.6 The Local Governing Body has determined to use the following discretionary incentives for recruitment and retention purposes:

(a) Golden Hello – to be paid in a lump sum, depending on budget availability, shortage areas and calibre of candidate appointed, to be repaid if the member of staff leaves within 2 years.

(b) A lump sum recruitment incentive payable, depending on budget availability and calibre of candidate appointed. This incentive is payable on completion of 2 year's satisfactory performance.

(c) Retention incentive of not more than 15% to be offered according to need to retain a teacher due to shortage subject or quality of performance paid monthly with salary. The Pay Committee will decide upon any retention incentives and set the percentage figure.

13. ADDITIONAL PAYMENTS

13.1 Teachers undertaking work relating to ITT will be remunerated in accordance with the partnership agreement between the school and the relevant ITT provider.

13.2 In respect of in-service training outside the directed 1265 hours, at weekends and in school holidays, for teachers, not on the leadership pay spine, the governors have agreed that:

(a) in-service training activity outside the directed 1265 hours, at weekends or in holiday periods must be genuinely voluntary;

(b) payments for such in-service training, **where agreed**, will be based on the hourly rate applicable to the teachers' pay spine;

(c) these arrangements do not apply to school closure days;

(d) the Trust will not penalise teachers who wish to attend a course on a Saturday if leave of absence would have been granted had the course taken place between Monday and Friday (ie attendance on the Saturday in which circumstances would attract an appropriate payment).

13.3 The local governing body will consider making a discretionary payment to teachers, not on the leadership pay spine, who participate in out-of-school learning activities where the following conditions apply:

(a) a requirement for the activity has been agreed by governors / Headteacher and the teacher has volunteered to participate;
(b) the commitment is substantial and regular – i.e. organised activities which will probably be more than one hour in length and have a recognised structure for which a six week minimum may be appropriate; this may be at weekends, during school closure and during the school week;

(c) time spent is additional to the existing commitment for 195 days and directed 1265 hours and additional hours needed for effective discharge of duties;

13.4 The Trust has determined that the following activities will attract out of school learning payments for teachers not on the leadership pay spine subject to agreement by the Headteacher:

- Core subject booster classes during Easter, summer holidays and at weekends.
- Summer schools agreed with the Headteacher.

13.5 The Trust has determined the following criteria for payment of out of school learning payments, **agreed in advance,** in para 13.4:

- Agreed in consultation and on the basis of written plans with line Manager / Headteacher at least two months in advance.

14 Long service award

14.1.1 The Trust considers that it is important to acknowledge and reward its long serving employees, therefore, those employees who have completed 25 years of service with a school within the Trust will be entitled to receive a long service award as recognition of their commitment and loyalty to the school.

14.1.2 Entitlement

All employees who complete 25 years' service with a school within the Trust will receive a long service award. As the Trust supports the principles of valuing all staff, the long service award is applicable to all employees regardless of role or grade. This equally applies to part-time employees or those who have been initially employed on fixed-time contracts and have remained with the school for 25 years.

14.1.3 The Award

CLT employees celebrating 25 years' service will receive a personalised letter from the Chief Executive and a gift (vouchers) to the value of £200 on (or near) the date of the 25 year anniversary.

15. SUPPORT STAFF

15.1 Annual pay awards and increments

15.1.1 The Trust has agreed to have regard for and consider any local agreements of the local authority and, therefore, any national pay awards which may take effect for NJC Green Book employees.

15.2 Assessing remuneration

15.2.1 The Trust will ensure that a job description is prepared for each post and that all job descriptions carry a similar format which will be updated in line with current expectations.

15.2.2 The Trust will make reference to model job descriptions from a variety of sources, including the local authority when considering the grade of a post. In those cases where there is an element of doubt as to the appropriate grade for the post, the local governing body will request job evaluation using the job evaluation process, allowing at least four weeks for this to take place.

15.2.3 In normal circumstances the starting pay for NJC Green Book employees will be at the minimum point of the salary band.

15.2.4 The Trust reserve the right to exercise discretion in respect of those employees where, for example, an experienced member of staff has had a small break in service (probably less than 12 months) and is seeking to return to work.

15.2.5 The Trust will attempt to ensure that staff supervising others is on a higher incremental point than those they supervise.

15.2.6 The Trust may award accelerated increments, honorariums or allowances within the grade for a particular post. Accelerated increments, honorariums or allowances will only be awarded following an assessment of performance against personal and school objectives, and in recognition of these being beyond normal expectation. This will be based on clear recommendations to the Pay Committee. The Local Governing Body will specify the reason, its value, its duration, any conditions attached and method of payment in writing to the employee on allocation of the accelerated increment, honorarium or allowance.

16. REGRADING

16.1 In those circumstances where the Trust, or the employee, feel it is necessary to consider the possible regrading of a post, the job description and person specification will be revised in accordance with paragraph 15.2.1 above. A regrading, following job evaluation, will take into account the changing nature of the responsibilities and accountabilities of the post; it will not be considered as a measure to address an employee attaining the top of the grade. Once the job description has been agreed with the postholder, then the Trust will arrange for an external agency to be consulted in order that the job evaluation process can be undertaken. The Trust will comply with the outcome of the job evaluation.

17. CAREER PROGRESSION

17.1 The Trust recognises the importance of opportunities for development and through the appraisal process will provide development opportunities to enable postholders' to undertake new experiences, thus preparing them for promotion should the structure allow.

17.2 All other opportunities for progression will be by advertisement and application to vacancies in the staffing structure established by the Trust.

18. HOURS OF WORK

18.1 The Trust will pay employees who, at the request of the school, are required to work beyond their contracted working hours, at the appropriate rate. Additional hours will not exceed the provision of the Working Time Directive. Employees working term time only will be paid prorate for hours worked and holiday entitlement.

18.2 The Trust will make every effort to ensure that contracted hours meet the needs of the school, including training days and time for planning/meeting if required.

18.3 Time in lieu. Where an employee has a pro rata contract (support staff), any time in lieu should usually be offset against time when students are not in school. For this purpose, staff training days count as a day when students are present. Time in lieu must always be agreed with and signed for by the line manager and no employee can accrue more than 2 days' worth of lieu time without prior written authorisation from the Headteacher.

19. ACTING UP / HONORARIUMS

19.1 Acting Up payments may be made to employees who temporarily undertake additional duties and responsibilities.

19.2 This payment is payable only where an employee takes on all of the duties and responsibilities of an existing higher graded post for a continuous period of at least 4 weeks. Acting up is a temporary arrangement that should not be for longer than one academic year. This may occur as a result of:

- Covering long-term sickness, maternity leave, or where there is a delay in recruiting to a post
- Planning for workplace closures and other organisational change, where it helps to reduce redundancies/at risk employees

19.3 Where an individual undertakes the full duties and responsibilities of a higher graded post they should be paid at the base spinal column point of the higher grade (unless the post grades overlap).

19.4 Honoraria payments recognise the efforts of an employee who has undertaken duties that are not normally expected of them such as:

- Working on a specific project
- Undertaking additional duties in unplanned circumstances

19.5 Honoraria payments should be agreed, by the pay committee, in advance of the employee undertaking the additional duties. Retrospective payments will only be made in exceptional circumstances. The business case for the honorarium payment must include specific details of how the payment was calculated. This must link to an evaluated post. The form for completing honoraria payments/acting up payments can be found in Appendix 7.

20. REVIEW OF POLICY

20.1 The Trust will review this policy on an annual basis or on any other occasion when required to do so.

20.2 The Pay Committee, in liaison with the Chief Executive, will consult staff governors and professional association representatives at the time of the annual or other review of the policy.

20.3 The policy will be operated on the basis of a whole school approach in order that the pay of no one employee is considered in isolation.

20.4 The Trust will give due consideration to the issue of salary differentials and similar pay for posts carrying similar responsibilities.

21. EMPLOYEE REFERRAL SCHEME

21.1 The Trust recognises the value of its employees as a source of candidates for vacant permanent and fixed term contract positions. This describes the process and incentive scheme of the Trust for all employees (permanent and fixed term) who wish to refer a person for an advertised position.

APPENDIX 1

1. PROCEDURE AT HEARINGS OR APPEALS IN RESPECT OF MATTERS RELATING TO PAY

1.1 Where a school employee wishes to challenge the decision of a Committee on matters in respect of pay, or pay progression, the appeal procedure below will be followed. It is important, however, that where an appeal arises, the trustees/governors involved at each stage in the procedure should not have been involved at an earlier stage. Since the number of governors available is limited, it is advised that no more than three governors are involved at any stage. In such circumstances, governors will wish to give careful consideration to the procedure to be adopted at appeal hearings and the rights of members of staff to be accompanied by a work colleague or union representative.

1.2 Where an employee is concerned about a decision of the governors' committee dealing with pay issues, or a teacher is concerned about the recommendation as a result of Appraisal, the matter should be raised with the Headteacher, in the first instance. The employee should set out their concerns in writing to the Headteacher, who will then arrange a meeting to discuss the issues. Such a request for a meeting should be granted within five working days. In attempting to resolve the matter, the Headteacher may wish to consult with the chairperson of the governors' committee on pay (where the decision was solely the decision of the committee it is advisable that the chair or a representative is present at the meeting.

1.3 The Headteacher or nominated representative (not the appraiser) will meet with the committee at this stage. Should this not resolve the grievance, the employee then has the right to appeal to the Appeal Committee as below. This appeal should be registered within ten working days of the above meeting.

1.4 Where the Headteacher is concerned about a decision of the governors' committee dealing with pay issues the matter should be raised with the Chief Executive, in the first instance. The Headteacher should set out their concerns in writing to the Chief Executive, who will then arrange a meeting to discuss the issues. Such a request for a meeting should be granted within five working days. In attempting to resolve the matter, the Chief Executive may wish to consult with the chairperson of the governors' committee on pay (where the decision was solely the decision of the committee it is advisable that the chair or a representative is present at the meeting.

1.5 The Chief Executive will meet with the committee at this stage. Should this not resolve the grievance, the Headteacher then has the right to appeal to the Appeal Committee as below. This appeal should be registered within ten working days of the decision of the Chief Executive.

2. APPEAL HEARING PROCESS

2.1 A full written note should be made of the hearing and the Appeal Committee's decision.

2.2 A panel of trustees/governors (the Appeal Committee) shall be constituted for the purpose of hearing appeals relating to the pay of members of staff. It shall exclude members of any Pay Committee. An external representative may be present for the purposes of giving advice only. This is a Trust wide appeal committee.

2.3 The employee with the grievance regarding pay (or his or her representative) shall make an opening address explaining his or her case, and may then be questioned

by the other parties involved (or their representatives) or by the Appeal Committee.

2.4 The employee (or his or her representative) shall call on any witnesses who may be questioned by the other parties involved (or their representative) or by the Appeal Committee. The witnesses shall withdraw once they have given their evidence.

2.5 The Chair of the Pay Committee (or his or her representative) shall then have the right to make an opening address, and may then be questioned by the other parties involved (or their representatives) or by the Appeal Committee.

2.6 The Pay Committee (or their representative) may call any witnesses who may be questioned by the member of staff (or his or her representative) or by the appeal Committee Panel. The witnesses shall withdraw once they have given their evidence.

2.7 Each party (or their representative) shall then have an opportunity to sum up his or her case, the member of staff making the appeal to do so last.

2.8 The parties involved, their representatives and any witnesses shall then withdraw.

2.9 The Appeal Committee, together with the external advisor may be present for the purposes of giving advice only, shall deliberate in private, only recalling the parties involved (and their representatives) to clarify points of uncertainty on evidence already given. If recall is necessary, all parties must return even if only one party is concerned with the point giving rise to doubt.

2.10 The Appeal Committee shall announce the decision to the parties involved personally at the end of the hearing where possible and subsequently confirm it in writing. The decision of the Appeal Committee is final and binding on all parties, and shall be reported to the next full meeting of the Local Governing Body.

Terms of Reference and Remit of the Local Governing Body's Pay Committee

1. Membership

1.1 The Pay Committee, three governors excluding the Headteacher, shall consider and decide upon all matters relating to staff pay in accordance with the pay policy and the Scheme of Delegation agreed by Chiltern Learning Trust, in respect of the following staff:

- School Teachers
- Support Staff
- Any other staff as determined by the Local Governing Body.

1.2 The Committee shall be called the Pay Committee.

2. Quorum

2.1 The Committee shall be quorate only when at least two governors (excluding the Headteacher) nominated to serve on the committee are in attendance. The Headteacher is to be present for all items (except when the committee discusses the Headteacher's pay, if appropriate)

3. Meetings

3.1 The Committee will meet at least once each financial year during the Autumn term. Additional meetings may be arranged if deemed necessary by the Chair of the Committee or the Headteacher.

3.2 The Headteacher will invite a member of his or her leadership team to attend as required and may delegate his/her role to that person should the need arise. The member of the leadership team will withdraw when the committee consider his or her pay. Members of the Pay Committee shall not serve on any committee appointed by the Trust to hear an appeal from a member of staff.

3.3 These terms of reference may only be amended by the Board of Trustees.

4. Establishment of the Pay and Appraisal Policies

4.1 Chiltern Learning Trust's Board of Trustees is responsible for:

- Establishing the policies, in consultation with staff and trade union representatives and submitting them to each Local Governing Body for implementation

4.2 The Local Governing Body is responsible for

- Establishing the local pay committee

5. Application of the policy

5.1 The Chief Executive is responsible for

- ensuring that Headteacher pay recommendation is made and submitted to the Trust's Pay Committee in accordance with the terms of the policy and the CLT's Scheme of Delegation
- ensuring that the Leadership team pay recommendations are made and submitted via the Headteacher to the Pay Committee, after approval by the CEO
- to review any pay award ensuring consistent application of the Pay Policy across the Trust

5.2 The Head Teacher is responsible for

- ensuring that teacher pay recommendations and those for support staff are made and submitted to the Pay Committee in accordance with the terms of the policy and the CLT's Scheme of Delegation, and prior approval has been given by the CEO
- ensuring pay awards are benchmarked across the Trust and are fair and transparent
- ensuring that the grades for support staff are appropriate to the expectations of the job role, including by having posts re-evaluated using the relevant job evaluation scheme
- advising the Pay Committee on its decisions and
- ensuring that staff are informed of the outcome of decisions of the Pay Committee and the right of appeal

5.3 The Pay Committee is responsible for

- Taking decisions regarding the pay of the Headteacher following recommendations of the Chief Executive who is responsible for the Headteacher's appraisal.
- Taking decisions regarding the pay of the Leadership Team following consideration of the recommendations of Chief Executive and Headteacher.
- Taking decisions regarding the pay of staff in accordance with the policy and the CLT's Scheme of Delegation following consideration of the recommendations of the Headteacher
- Submitting reports of these decisions to the CLT Board of Trustees, through the Chief Executive.
- Taking decisions with due regard to the staffing budget determined by the CLT Board of Trustees and to the School Teacher's Pay and Conditions Document, the Conditions for Service for School Teachers in England and Wales, the NJC Conditions of Service for 'Green Book' employees and any other relevant employment legislation.

5.4 The Appeals Committee of the Chiltern Learning Trust is responsible for

- Taking decisions on appeals against decisions of the LGB's Pay Committees in accordance with the terms of the appeal procedure.

6. Membership

6.1 The Pay Committee, three governors excluding the Headteacher, shall consider and decide upon all matters relating to staff pay, in accordance with the pay policy and the Scheme of Delegation agreed by the Chiltern Learning Trust, in respect of the following staff:

- School Teachers
- Support Staff
- Any other staff as determined by the Local Governing Body.

6.2 The Committee shall be called the Pay Committee.

7. Quorum

7.1 The Committee shall be quorate only when at least two governors (excluding the Headteacher) nominated to serve on the committee are in attendance. The Headteacher is to be present for all items (except when the committee discusses the Headteacher's pay, if appropriate)

8. Meetings

8.1 The Committee will meet at least once each financial year during the Autumn term. Additional meetings may be arranged if deemed necessary by the Chair of the Committee or the Headteacher.

8.2 The Headteacher will invite a member of his or her leadership team to attend as required and may delegate his/her role to that person should the need arise. The member of the leadership team will withdraw when the committee consider his or her pay. Members of the Pay Committee shall not serve on any committee appointed by the Trust to hear an appeal from a member of staff.

8.3 These terms of reference may only be amended by the Board of Trustees.

9. Establishment of the Pay and Appraisal Policies

9.1 The Chiltern Learning Trust's Board of Trustees is responsible for:

- Establishing the policies, in consultation with staff and trade union representatives and submitting them to each Local Governing Body for implementation

9.2 The Local Governing Body is responsible for

- Establishing the local pay committee

10. Application of the policy

10.1 **The Chief Executive is responsible for**

- ensuring that Headteacher pay recommendation is made and submitted to the Trust's Pay Committee in accordance with the terms of the policy and the CLT's Scheme of Delegation
- ensuring that the Leadership team pay recommendations are made and submitted via the Headteacher to the Pay Committee.
- to review any pay award ensuring consistent application of the Pay Policy across the Trust

10.2 **The Head Teacher is responsible for**

- ensuring that teacher pay recommendations and those for support staff are made and submitted to the Pay Committee in accordance with the terms of the policy and the CLT's Scheme of Delegation
- ensuring that the grades for support staff are appropriate to the expectations of the job role, including by having posts re-evaluated using the relevant job evaluation scheme
- advising the Pay Committee on its decisions and
- ensuring that staff are informed of the outcome of decisions of the Pay Committee and the right of appeal

10.3 **The Pay Committee is responsible for**

- Taking decisions regarding the pay of the Headteacher following recommendations of the Chief Executive who is responsible for the Headteacher's appraisal.
- Taking decisions regarding the pay of the Leadership Team following consideration of the recommendations of Chief Executive and Headteacher.
- Taking decisions regarding the pay of staff in accordance with the policy and the CLT's Scheme of Delegation following consideration of the recommendations of the Headteacher
- Submitting reports of these decisions to the CLT Board of Trustees, through the Chief Executive.
- Taking decisions with due regard to the staffing budget determined by the CLT Board of Trustees and to the School Teacher's Pay and Conditions Document, the Conditions for Service for School Teachers in England and Wales, the NJC Conditions of Service for 'Green Book' employees and any other relevant employment legislation.

10.4 **The Appeals Committee of the Chiltern Learning Trust is responsible for**

- Taking decisions on appeals against decisions of the LGB's Pay Committees in accordance with the terms of the appeal procedure.

Appendix 3

Upper Pay Range Application Form

To the

Teacher's details

Name _____

Post _____

Appraisal details

Dates of relevant appraisals (last two years)

1. _____
2. _____

Completed appraisal reports must be attached.

Please attach any other evidence that you wish to be taken into account in making your application including evidence relating to how you meet Teachers' Standards.

Signed _____

Print name_____

Dated_____

For the

Overall judgement and pay recommendation

Record any criteria for progression as set out in the Pay Policy which have not been evidenced

Record any further areas for professional development

Signature_____

Print name_____

Date_____

This should be passed back to the teacher where criteria for progression have not yet been met.

Appendix 4

Date

PRIVATE AND CONFIDENTIAL

«Title» «First_Name» «Surname»
c/o Chiltern Learning Trust

Dear «First_Name»,

SALARY STATEMENT 2021/22

On behalf of the Local Governing Body, I write to inform you that your salary with effect from 1 September 2021 has been determined as set out below.

	Level	**Value**
Substantive Salary *Teacher Main Scale (TMS)* *Upper Pay Sprine (UPS)* *Leadership (L)*	«Level_1»	£
Teaching and Learning Responsibility	«TLR»	£
Recruitment Incentive – *ending «Rec_end_date»* **Golden Hello** **Retention Incentive –** *ending «Ret_end_date_»* **Development Allowance –** *ending «Allowance_sum_and_end_date»*		£
Total Annual Salary from 1 September 2021		**£«TOTAL_SALARY»**

If you have any queries on this salary determination, please raise the matter with HR in the first instance.

Yours sincerely

Headteacher

Model Report to Governors – Performance Pay Progression

Number of teachers employed by the school _____

Of the number of unqualified teachers that could progress

_____did not progress

_____progressed one point

_____progressed two points

Of the number of main pay range teachers that could progress

_____did not progress

_____progressed one point

_____progressed two points

Of the number of main pay range teachers that applied to progress to the upper pay range

_____did not progress

_____progressed

Of the number of upper pay range teachers that could progress

_____did not progress

_____progressed one point

_____progressed two points

Number of teachers that:	**Male**	**Female**	**White British**	**All ethnic minority groups**	**Ethnicity not known**
Did not progress					
progressed one point					
progressed two points					
progressed from MPR to UPR					

EMPLOYEE REFERRAL SCHEME

The Chiltern Learning Trust recognises the value of its employees as a source of candidates for vacant permanent and fixed term contract positions. This describes the process and incentive scheme of the Trust for all employees (permanent and fixed term) who wish to refer a person for an advertised position.

If an employee knows someone who he or she believes would be a suitable candidate for a position currently advertised by the Trust:

a) Send an email to ltownsend@chilternlearningtrust.org and the HR contact in their individual school stating the name of the referral and the specific position they are applying for. You should clearly state that you are referring a potential employee in the email.

b) Your referral will need to state your name and email on the application form using the area 'Please state where you saw this post advertised'.

Data Protection principles apply in this situation, any employee referring a person must have that person's consent before providing his or her name to HR.

Once the candidate's application has been received, HR will manage the recruitment process in the same way as for any other candidate for the position.

It is important to note that referring a person does not guarantee that person an interview. Employees should be aware of this when notifying a person of a vacant position.

If the referred candidate is the successful applicant:

1. If the referred candidate is subsequently employed by the Trust in a permanent or fixed term contract in the position for which the Trust employee recommended him or her, the employee will be eligible to receive a £100 voucher referral payment. This will be paid in one instalment on successful recruitment.

2. To register for the payment, employees must complete the Referral Process as stated above (see paragraphs a) and b) above). Incomplete applications will not be accepted.

3. Please note that employees who have successfully referred a candidate must be in employment by the Trust to be eligible for payments.

4. If the candidate is not successful, he or she will be notified by HR in accordance with normal recruitment procedures. Any issues regarding a candidate's suitability or otherwise for a role are between the Trust and that individual only.

5. If the candidate is not successful for the initial role but is subsequently appointed as a result of referral, the employee will still be eligible for the referral payment. The employee must apply for payment upon the appointment of the candidate.

6. If the referred candidate previously worked at the Trust, either directly or through an employment agency, this will not be classified as a referral for the purposes of this policy.

7. In the case of any dispute as to what was the initial point of contact between the candidate and the Trust, the decision of the Finance Director will be final.

Members of a school's leadership team are not eligible to receive the referral payment although all relevant referrals are welcome.

Acting Up and Honorarium Payments

Name of Employee	
Job Title	
School	

ABOUT THE PAYMENT	
Employee undertaking additional duties for at least 4 weeks	Yes / No
Support Staff: Type of Additional Payment *(please indicate)*	☐ Acting Up Payment ☐ Honorarium Payment
Teachers:	☐ Acting Allowance
Business Case for Additional Payment (Please provide in detail the reason for the payment, and how the payment meets the requirements of the pay policy.)	
Current Grade and scp	
Higher Grade (base scp)	
% of higher graded duties being undertaken	
Start Date of Additional Duties	
End Date of Additional Duties	

AUTHORISATION	
Date Agreed by Local Governing Body /Pay Committee	
Signed	
Name	

HR USE	
Signed	
Name	

Appendix 8

LEADERSHIP GROUP PAY RANGE

Leadership	
1	42,195
2	43,251
3	44,331
4	45,434
5	46,566
6	47,735
7	49,019
8	50,151
9	51,402
10	52,723
11	54,091
12	55,338
13	56,721
14	58,135
15	59,581
16	61,166
17	62,570
18	64,143
19	65,735
20	67,364
21	69,031
22	70,745
23	72,497
24	74,295
25	76,141
26	78,025
27	79,958
28	81,942
29	83,971
30	86,061
31	88,187
32	90,379
33	92,624
34	94,914
35	97,273
36	99,681
37	102,159
38	104,687
39	107,239
40	109,914
41	112,660
42	115,483
43	117,197