Chelmsford County High School for Girls

Staff Pay Policy 2023

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Approved by the Governing Body: ~~23rd September 2022~~

Pay Policy 2023

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1. INTRODUCTION

1.1 This Policy sets out the framework for making decisions on staff pay.

1.2 Staff pay is affected by legislation, and national and local pay agreements, which give governing bodies' significant flexibility to determine pay levels to meet local circumstances. The policy complies with the School Teachers' Pay & Conditions Document (STPCD) and the accompanying statutory guidance and with national and local pay agreements for support staff and these documents will take priority in any disputes. The Policy will be reviewed annually, in consultation with staff and unions.

1.3 The objective of the policy is to:

- ensure that pay and staffing arrangements enable the current and future delivery the curriculum and school improvement plans;
- support the recruitment and retention of high-quality staff;
- recognise and reward staff for their contribution to school improvement;
- ensure that pay decisions are made in a fair and transparent way;
- ensure that available monies are allocated appropriately.

2. ROLES AND RESPONSIBILITIES

2.1 Pay Committees

The Governing Body has established the following committees which have fully delegated powers to make decisions on pay, and (except in relation to the Headteachers pay) will be advised by the Headteacher as appropriate.

- Pay Committee
- Pay Appeals Committee

2.1.1 The terms of reference for these committees are attached at Appendix A. Governors will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and in accordance with the Policy, and that correct procedures have been followed. Delegated by the Governing Body, the Staff Pay Committee and Management Committee will monitor the effectiveness of the Performance Management process and ensure that the allocation of pay is consistent with the overall standard of teaching in the school and the outcomes for students.

2.1.2 Where the Governing Body collaborates with another governing body or bodies on the appointment of staff, joint pay committees may be established between the relevant governing bodies to deal with pay and performance matters of relevant staff.

2.2 Performance Management

Performance Management is a developmental and supportive process designed to ensure that teachers have the skills and support they need to carry out their role and that they continue to improve their professional practice throughout their careers. Performance management reviewers will be responsible for the performance management process, in accordance with the Performance Management Policy. Performance Management objectives will be moderated across the school to ensure consistency and fairness in pay decisions. The Performance Management Review Statement will include a pay recommendation which will be made by:

- The PM reviewer/Headteacher for Main Pay Range teachers and support staff

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- The Headteacher for Upper Pay Range and Leadership Range teachers
- The Headteachers' Performance Management Review Panel for the Headteacher

2.2.1 Application for the Upper Pay Range

The Headteacher will assess applications from teachers to be paid on the Upper Pay Range in accordance with this policy and will make a recommendation to the Pay Committee on whether the teacher should progress to the Upper Pay Range.

2.3 Staffing Structure

The Pay Committee will, having regard to the advice and recommendation of the Headteacher, determine, monitor and review the school staffing structure. The staffing structure sets out the number and pay ranges for all posts within the school and is at Appendix E.

2.4 Leadership Group and Lead Practitioners

The Headteacher will be responsible for determining the starting salary, and for making pay progression recommendations, for posts on the Leadership and Lead Practitioner Pay Ranges. The Governing Body Management Committee will approve pay progression decisions.

2.5 Other teachers

The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for teachers on the Unqualified, Main and Upper Pay Ranges. The Governing Body Pay Committee will approve pay progression decisions.

2.6 Support Staff

The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for all support staff.

3. PAY TIMETABLE

Date	External	Internal
April	Inflationary Pay Award for support staff	Complete Performance Management and Pay Progression review for support staff Notify support staff of annual pay review decision.
		Pay progression decision for support staff effective from 1 April.
September	Inflationary Pay Award for teachers	Pay Progression decision for teachers effective from 1 September.
Sept/Oct		Complete Performance Management review for teachers.
By 31 December (last day of term)		Notify teachers of annual pay review decision. Pay increases to be backdated to 1 September
By 31 December (last day of term)		Notify Headteacher of annual pay review decision

3.1 Setting and Reviewing Pay

Salaries will be determined only in the circumstances set out below.

3.1.1 An individual salary range and starting salary will be determined where a new appointment is made, in accordance with the relevant sections of this Policy.

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3.1.2 The salary of individual posts will be reviewed at such times as appropriate where there are significant changes in the responsibilities or duties of the post which warrant such a review.

3.1.3 The salary of individual posts may be reviewed where, the setting of a salary for a new appointment, or a change of salary in the circumstance set out in 9.1.1, makes such a review necessary to maintain consistency and fairness.

The salary, within the established range, of individual staff will be reviewed annually on or after:

- 1 September, but no later than 31 October (Teachers)
- 1 September, but no later than 31 December (Headteacher)
- 1 April (Support Staff)

3.2 Inflationary increases – Teachers' and Leadership Pay Ranges
The school will ensure that the values of the minimum point of each pay range in this Policy are in line with the minimum of the corresponding ranges set out in the Teachers' Pay and Conditions Document. The values of points on the scales above the minimum will be determined annually by the Governing Body. In making its determination the Governing Body will have regard to any national pay award and any requirements set out in Teachers' Pay and Conditions.

3.2.1 The salaries of individual teachers will increase accordingly.

3.2.2 Inflationary increases – Teacher Allowances
The minimum values of TLR1, TLR2 and the SEN Allowance payable to individual teachers will be increased in line with the minimum of the corresponding Allowances set out in the Teachers' Pay and Conditions Document. The values of Allowances in excess of the minimum will be determined annually by the Governing Body. In making its determination the Governing Body will have regard to any national pay award and any requirements set out in Teachers' Pay and Conditions.

The Governing Body will determine the values of all other allowances and discretionary payments payable to individual teachers on an annual basis.

3.2.3 Support Staff
The values of the salary points on the Local Government Pay Scale and the values of other salaries will be determined annually by the Governing Body. In making its determination the Governing Body will have regard to any national pay award.

3.3 All staff will be informed in writing of their pay determination and the rationale for it with each year according to the Pay Timetable and at any other time when a salary review takes place.

4. TEACHERS' PAY

4.1 Qualified teachers will be paid on the Main Pay Range or the Upper Pay Range.

The Pay Ranges in this school have been divided into pay points. Teachers on the Main Pay Range will be paid on the eleven-point scale on the Main Pay Range as set out below. Teachers on the Upper Pay Range will be paid on the three-point scale on the Upper Pay Range as set out below.

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CCHS Main Range (£30,000 - £41,333)

M1	£30,000 (Minimum)
M1b	£30,996
M2	£31,737
M2b	£33,012
M3	£33,814
M3b	£35,111
M4	£36,051
M4b	£37,469
M5	£38,330
M5b	£40,047
M6	£41,333 (Maximum)

CCHS Upper Pay Range (£43,266 - £46,525)

UPS 1	£43,266 (Minimum)
UPS 2	£44,870
UPS 3	£46,525 (Maximum)

4.2 **Unqualified Teachers** will normally be paid on the Unqualified Pay Range. The Pay Range for Unqualified teachers in this school has been divided into progression stages as follows:

Unqualified Teacher Pay Range (£20,598 - £32,134)

UQ 1	£20,598 (Minimum)
UQ 2	£22,961
UQ 3	£25,323
UQ 4	£27,406
UQ 5	£29,772
UQ 6	£32,134 (Maximum)

4.2.1 Where an unqualified teacher is on a recognised "route into teaching" programme, the Pay Committee may exercise its discretion to pay him/her on the Main Pay Range having regard to his/her skill, qualifications and experience.

4.3 Where a **Lead Practitioner** post(s) is (are) included in the Staffing Structure., each Lead Practitioner will be paid within a specified range, within the Pay Range for Lead Practitioners.

- In setting the specified Range, the Pay Committee will determine the number and value of performance pay progression stages within that range.
- Different Lead Practitioner posts may have a different specified range, having regard to the challenge of the individual post and pay differentials within the school.

5. PAY ON APPOINTMENT

5.1 The salaries of new staff will be set within the Pay Range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be taken of;

- the skills, experience and relevant qualifications of the individual;
- market conditions;
- any specific restrictions set out in the Teachers' Pay & Conditions Document;
- the employee's current salary level.

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Early Career Teachers in their first year will normally be paid on the minimum of the Main Pay Range.

There is no assumption that an employee will be paid the same rate they were being paid in a previous school.

6. PAY PROGRESSION BASED ON PERFORMANCE

Teachers on the Main, Unqualified, Upper and Lead Practitioner Pay Ranges

6.1 Decisions regarding annual pay progression within the relevant ranges set out in 4.1-4.3 above, will be made with reference to teachers' performance management statements and the pay recommendation they contain. In the case of Early Career Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. Early Career Teachers will be eligible for pay progression after their first year of Induction.

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

6.2 Decisions on performance pay progression will be based on an assessment of the overall performance of the teacher.

A teacher will be eligible for annual (biannual for Upper Pay Range) performance pay progression where they:

1) have been assessed as meeting all of the teaching standards, throughout the assessment period;
2) have had their teaching assessed as at least good overall during the assessment period;
2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching overall.
2b) Lead Practitioners will be expected to demonstrate outstanding teaching overall.
3) have been assessed as meeting the requirements of their job description/job role;
4) meet their individual performance management objectives. Consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives;
5) have demonstrated a personal responsibility for identifying and meeting their CPD needs.

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

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

And in the case of Upper Pay Range teacher and Lead Practitioners, evidence of their

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contribution beyond their own classroom and their impact on the wider school. Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.

6.3 Decision to progress

Where all of the performance pay progression criteria set out in 6.2 above are met, the teacher will move up to the next Performance Pay Progression Stage. (Progression is biannual in the case of Upper Pay Range.) Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.

Progression will normally be by 2 points or 1 point in exceptional circumstances, according to the performance review.

The expectation will be that teachers fulfilling the requirements of the post and meeting their performance objectives will be awarded the full 2 point progression increase (eg: M1 to M2; M2 to M3, etc).

In the event of exceptional performance, when each objective has been significantly exceeded, the Staff Pay Committee has the option to award additional progression points.

Progression Terminology

Progressing: for a teacher whose practice and performance merits a pay award of 2 progression points.

Limited progress: for a teacher whose practice and performance do not merit a full pay award but does merit a pay award of 1 progression point – no capability required.

Underperforming: for a teacher whose practice and performance fall below acceptable and stated standards and so does not merit a pay award but may require support and/or capability procedure to be started.

A teacher who does not merit a full 2 point progression will be given the opportunity to recover from limited progression through recognition of exceptional performance in subsequent years.

6.4 Decision not to progress

Where the performance pay progression criteria in 6.2 are **not** met, the teacher will not receive any performance pay progression. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.

Where a decision not to progress is made, the teacher will be supported through the performance management process to improve their performance.

7. MOVEMENT TO THE UPPER PAY RANGE

7.1 Any qualified teacher on the Main Pay Range may apply to be paid on the Upper Pay Range once per year. It is the responsibility of the teacher to decide whether or not they wish to submit an application. Applications must:

- be made on the appropriate application and submitted to the Headteacher;

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- be submitted by 31 October* in each year, consideration will be given to accepting late applications where individual circumstances eg absence prevented deadline being met.

7.2 The Criteria

An application will be successful, if the Headteacher and the Pay Committee are satisfied that:

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

In this school, this means that the teacher has consistently

- demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period:
- been assessed as meeting their performance management objectives over a sustained period;

and in addition that;

- teaching has been rated as good overall, with some outstanding, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support some students to exceed expected levels of progress/achievement;
- the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and students' learning;
- the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include:
    - demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;
    - contributing to policy and practice which has improved teaching and learning across the school;

Sustained means maintained continuously over a period of at least 3 school years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year at this school, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.

Only 2 years' worth of evidence will be required from teachers who are on the equivalent of old points M4, M5 or M6 on 1 September 2013, so that they are not disadvantaged in comparison to the previous Threshold criteria.

The school will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period.

7.3 The Assessment

The Headteacher will assess all applications to be paid on the Upper Pay Range and their recommendation will be considered by the Pay Committee.

The Headteacher will use the evidence contained in the teachers' performance management review paperwork to make their assessment.

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A teacher who has not been at the school for all of the 3-year assessment period, should provide their performance management review statement(s) from their previous employment with their application.

A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.

7.4 Procedure

The Headteacher will discuss their recommendation with the teacher and the Pay Committee will confirm the decision by 31 December.
Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.

Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support though the performance management process to develop their skills with a view to them making a future successful application.

Teachers have the right to appeal any decision not to move them onto the Upper Pay Range. The appeals procedure is at section 21 of this policy.

8. ADDITIONAL ALLOWANCES

8.1 Teachers on the Main or Upper Pay Ranges may be paid an additional allowance as follows:

8.1.1 Teaching and Learning Responsibility (TLR) Payments

There are 3 TLR levels: TLR1, TLR2 and TLR3

TLRs may be awarded to teachers on the Main or Upper Pay Range. A teacher may not be in receipt of more than one TLR1 or TLR2 concurrently.

Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, are set out in the staffing structure (see Appendix D).

TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.

TLR3 Allowances are paid for a fixed-term period, for delivery of a significant responsibility in relation to a clearly time-limited school improvement or one-off externally driven project.

The Headteacher will determine what projects should attract a TLR3 Allowance and the value of those Allowances having regard to the context, nature and complexity of the responsibility.

The Headteacher will invite teachers to express interest in relevant projects and will allocate TLR3s on the basis of an assessment, through professional dialogue, of which teacher has the relevant skills and knowledge required for the specific project.

In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.

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Where a TLR is awarded, written notification will be given to the teacher of:

- the nature of the significant responsibility;
- the level of the payment;
- in the case of TLR3, the date on which the Allowance will end.

8.1.2 Special Needs Allowances

There is one special needs allowance consisting of a minimum and maximum amount. The Pay Committee will determine which posts will attract an SEN Allowance according to the criteria set out in the Teachers Pay & Conditions Document which relate to teaching SEN students, and the amount of the Allowance in each case. Such posts are as set out in the Staffing Structure (see Appendix D).
Where a post attracts an SEN allowance the amount of the allowance will be determined in each case by reference to:

- whether any mandatory qualification is required;
- the qualification and/or expertise of the teacher relevant to the post;
- the relative demands of the post.

In determining the value of an SEN payment, due regard will be given to ensuring consistency, fairness and transparency.

8.2 Unqualified Teacher Allowance

The Headteacher* may determine that an additional Allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:

- taken on a sustained additional responsibility which is:
- focussed on teaching and learning; and
- requires the exercise of a teachers' professional skills and judgement: or
- qualifications or experience which bring added value to the role s/he is undertaking.

The Headteacher* will determine the amount of any such allowances having due regard to consistency, fairness and transparency.

9. LEADERSHIP GROUP PAY

Inflationary increases will be applied as set out in section 3.2

9.1 The Salary Ranges of Leadership Posts at this school will be determined on a case by case basis as set out in 9.1.2 below and will consist of a minimum and maximum cash salary amount.

9.1.1 The Management Committee will determine the group size of the school with reference to student numbers as set out in TPCD and determine appropriate Salary Ranges for each Leadership Post, normally within the Group Size[1].

Where a person is appointed as Headteacher of more than one school on a permanent basis, the group size and Salary Range will be determined by reference to the combined student numbers of all the schools and the overall responsibility of the post.

In setting the Individual Salary Ranges for Leadership Posts the Management Committee will:

- take account of all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations;

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- have regard to appropriate pay differentials with other staff;

[1] The Salary Ranges of Deputy and Assistant Headteachers must not exceed the Group Size of the school.
Where the Governing Body determine a higher than normal salary is warranted for the headship, the Salary Range of the Headteacher may exceed the Group Size of the school, subject to the total salary, including any temporary payment made under 9.1.4 below, not exceeding 25% above the Group Size, other than in exceptional circumstances in which case:

- a business case must be approved by the full Governing Body;
- the Governing Body must seek external independent advice.

9.1.2 When determining the starting salary of a newly appointed member of the Leadership Group, the Governing Body will have regard to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range determined in Section 9.1.1. The starting salary will allow for performance progression over time.

9.1.3 Progression within the Salary Range, will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy.

Determination of whether there has been "sustained high quality of performance" will be made in accordance with the criteria outlined in Appendix C of this Policy.

Where the Management Committee is satisfied that there has been a sustained high quality of performance, the employee will move up to the next Performance Pay Progression Stage.

Where performance is considered to be exceptional, the Management Committee may move the employee up two progression stages.

9.1.4 Performance Progression is limited to the maximum of the Salary Range as determined in 9.1.1.
Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made

9.1.5 Where the employee's performance is assessed as not being of a sustained high quality, they will not be any performance pay increase. A decision not to award a performance pay increase may be made without recourse to capability procedures. However, those who fail to meet the minimum standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.

Where a decision not to progress is made, the employee will be supported through the performance management process to improve their performance.

10. ADDITIONAL PAYMENTS TO TEACHERS

10.1 Temporary Payments to the Headteacher

The Management Committee may determine that an additional temporary payment be made to the Headteacher for clearly defined responsibilities or duties which are in addition to, and have not previously been taken into account in setting, the permanent Salary Range under 9.1.1.

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The total sum of any additional payments set out in this section (and in 9.1.1) will not exceed 25% of the value of the Headteacher's point on the Leadership Pay Spine. If the Pay Committee exceptionally wishes to exceed the limit above, it will seek independent external advice and seek agreement of a business case form the Governing Body before so doing.

Except where specified, the following payments may not be made to members of the Leadership Group. Where relevant, any additional payments to a Headteacher must be made as part of their permanent Salary Range (as set out in 9.1.1 above) or as a temporary payment (as set out in 10.1 above).

10.2 Continuous professional development or additional work undertaken outside the school day

Where it is pre-authorised and agreed that teachers will undertake CPD activities, additional teaching or school-related work at the weekend or during school closure periods, they will be paid £100 per full day.

10.3 Activities related to the provision of initial teacher training (ITT)

The Governing Body does not make payments for ITT activities.

10.4 Participation in out of school learning activities

Where a teacher at the school undertakes pre-authorised 1:1 Tuition or additional teaching outside of the school day, they will be paid an out of school learning allowance payment of £32.67 per hour.

Where a part-time teacher at the school undertakes 1:1 Tuition or additional teaching during the school day they shall be paid their normal hourly rate.

10.5 Provision of services to another school(s)

The Management Committee will formally authorise any agreement for the Headteacher or any other member of staff to provide services relating to the raising of standards in one or more other school. Where such an agreement is authorised, the person concerned will be paid 40% and the School will retain 60% of the additional income received by the school as part of the agreement. Any such payments will be in accordance with the terms of the Teachers' Pay & Conditions Document and will be temporary with no entitlement to safeguarding when they cease.

10.6 Recruitment and Retention Payments and Incentive

Delegated by the Governing Body, the Headteacher may authorise, on a case by case basis, a payment or incentive to secure the recruitment, and/or to retain the services, of a teacher. In authorising such a payment, the following factors will be considered:

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

Any such payment or incentive will be subject to annual review and subject to a maximum period of three years. There will be no entitlement to a payment beyond the final review date.

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

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

Leadership Group may only receive payments under this Section for reasonably incurred housing or relocation costs.

10.7 Acting Arrangements

Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher, but has not been appointed in an acting capacity the Governing Body shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay & Conditions Document.

11. PART TIME TEACHERS

Teachers who work less than a full day or week are deemed to be part-time. The proportion of full-time will be calculated in accordance with the Teachers Pay & Conditions Document as follows:

Teacher's timetabled teaching time
---------- = part-time percentage
School's timetabled teaching time

Part-time teachers will be expected to work a corresponding proportion of directed time and will receive a corresponding proportion of a full- time salary.

12. SHORT NOTICE/SUPPLY TEACHERS

Teachers who are engaged directly and work on a day-to-day basis or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers.

Supply teachers working a whole day, including directed time, will initially have their salary calculated as an annual amount; it will then be divided by 195 and multiplied by the number of days worked.

Supply teachers working less than a full day will be hourly paid. The salary will be calculated as an annual amount and then divided by 1265 to determine the hourly rate, which will then be paid for hours worked, including any agreed payment for directed time.

13. SUPPORT STAFF PAY

The salary of support staff is as set out in their contract of employment.

13.1 Starting salary

The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, account will be taken of;

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- the skills, experience and relevant qualifications of the individual;
- market conditions.

13.2 Pay Progression

Annual progression within any pay range will be subject to the employee meeting the expectations as determined through the performance management process.

Nationally agreed cost of living increases will be applied to the relevant pay scales.

13.3 Part-time staff

Support staff who work less than a full day, week and/or year are deemed to be part-time. The proportion of full-time will be calculated as follows:

$$\frac{\text{Hours per week x weeks per year}}{37 \times 52.14}$$

14. SALARY SACRIFICE SCHEMES

The Governing Body operates a Salary Sacrifice Scheme in relation to Child Care Vouchers*. Staff choosing to participate in a Scheme(s) will have their gross pay reduced according to the terms of the Scheme(s) for the duration of their participation.

Where participants in a childcare voucher scheme have a period of child related leave, the school will not continue to provide vouchers during such periods.

*Following the introduction of the Government-run childcare voucher scheme (Tax-Free Childcare Scheme), no new members will be admitted to the School run scheme.

15. PENSIONS

15.1 All regular salary payments and additional allowances and payments to staff within this policy, with the exception of some recruitment and retention benefits, are pensionable.

Note: Full-time teachers cannot be members of the Teachers' Pension Scheme for a second job (eg 1:1 tuition at another school). They can however join the Local Government Pension Scheme for this secondary employment.

15.2 The Governing Body will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Governing Body recognises that, where this to be done, the DfE and/or pension regulator, where appropriate, may use their powers to substitute a notional salary for calculation of pension.

16. SALARY SAFEGUARDING/PROTECTION

The Governing Body will ensure appropriate salary protection/safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document and for support staff in accordance with the schools' Redundancy and Re-organisation Procedure.

Employees in receipt of safeguarding will be expected to undertake commensurate work.

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17. STAFFING BUDGET

The amount of money allocated to implementing the Pay Policy will be determined at the beginning of each financial year through the budget allocation process of the school. The Governing Body will endeavour to ensure that appropriate funding is allocated for performance pay progression at all levels.

18. EQUALITIES AND TRANSPARENCY

The Governing Body recognises the principle of equal pay for work of equal value in the implementation of this policy. The Governing Body will take into account the salaries payable in comparable establishment, where possible, in setting pay levels.

All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.

The Trust will publish details of employees benefits in accordance with the Academies Accounts Direction and the Academy Trust Handbook.

19. OVER/UNDER PAYMENTS

The Governing Body shall be entitled to deduct from your salary any money which you may owe to the school at any time.

Support staff working less than 52 weeks have their annual salary spread evenly over 12 months, whereas their working hours are spread unevenly across the year due to school closure periods. When they leave employment, a calculation will be made to assess any over- or under-payment arising from this arrangement, and any over or underpayment will be adjusted in their final pay. Employee will be notified in advance of any adjustment.

Should an overpayment or underpayment occur in other circumstances the employee will be notified in writing of the full amount of the overpayment and agreement will be sought about a reasonable repayment schedule. In the absence of such an agreement the school will determine a recovery schedule, usually through deductions not exceeding 5% of the monthly gross pay, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement.

Recovery of overpayments will be pursued in the case of former employees. In the case of underpayments, the Governing Body will apply appropriate refunds as soon as possible.

Employees are expected to draw to the attention of the Headteacher any overpayment or underpayment as soon as possible. The Employer is expected to draw to the attention of the employee any overpayment or underpayment as soon as possible.

20. MONITORING

The Governing Body will monitor the outcome and impact of this policy annually assess its effect and continued compliance with equalities legislation. The effect of the policy

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will be assessed particularly with reference to trends in progression across specific groups of teachers and the correlation between this and performance management reviews and outcomes for students. The pay of individual staff will remain confidential – shared only with those responsible for making pay decisions and managing administrative matters.

21. APPEALS PROCEDURE

21.1 Staff have the right to make representations and to appeal about any aspect of their pay or pay progression in accordance with the appeals procedure within the policy, which meets, as a minimum, the statutory requirements on disputes resolution.

Pay recommendations will be contained within Performance Management Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.

21.2 An employee may make a formal appeal against any decision on pay, which must be submitted in writing within 10 working days of receipt of written notification of that decision.

The grounds of appeals are that the decision maker(s):

- incorrectly applied the provisions of the Teachers' Pay & Conditions Document / national / local terms and conditions
- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence;
- were biased; or
- otherwise unlawfully discriminated against the employee.

21.3 Appeals will be heard by the Pay Appeals Committee.

The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a recognised Trade Union.

The procedure for the conduct of the appeal meeting is at Appendix B.

Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.

The decision of the appeal committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.
The decision of the Governing Body's Pay Appeals Committee is final and there is no recourse to the staff grievance procedure.

The Headteacher shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the Pay Appeals Committee.

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The role of the Pay Appeal Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.

22. DATA PROTECTION

22.1 A written record of all meetings conducted under this pay policy, including pay appeals, will be made, either by the person holding the meeting or by an alternative person arranged by the school to take notes.

The school processes any personal data collected as part of the operation of the pay policy/pay appeals procedure in accordance with its data protection policy. The pay of individual staff will remain confidential.

Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of making decisions on pay, handling pay appeals or administering any pay decisions. All data collected will be held in accordance with the school's retention schedule. Inappropriate access or disclosure of employee data including individual staff salaries constitutes a data breach and should be reported in accordance with the school's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the school's disciplinary procedure.

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APPENDIX A: TERMS OF REFERENCE PAY COMMITTEES

STAFF PAY COMMITTEE TERMS OF REFERENCE

Membership
Membership of the group comprises the Chair and two members of the Staff & Student Matters Committee, none of whom shall be employees at the School or Associate Members. Also in attendance are the Headteacher and Clerk to the Governing Body. Names of current members will be listed on the Governing Body Committee Membership List when selected. The Chair of the Staff Pay Committee shall be the Chair of the Staff & Student Matters Committee.

Quorum
Three.

Meetings
Meetings will be held annually in the Autumn Term, or as required by the Governing Body.

Terms of Reference
The terms of reference will be reviewed at the first meeting of each academic year.

Responsibilities
To act on behalf of the full Governing Body as a specifically delegated function in relation to all pay matters relating to staff, other than those on the Leadership Spine, and to implement the approved Pay Policy in respect of staff pay.

Duties
The duties of the Staff Pay Committee shall be to:

1. to determine the salary of each member of staff at the School, with the exception of staff on the Leadership Spine, taking account of any recommendations made by the Headteacher, in accordance with the current approved pay policy;

2. to determine appropriate salary ranges for advanced skills teachers.

Accountability
The Staff Pay Committee is accountable to the Full Governing Body. A report from the Staff Pay Committee shall be made at the next meeting of the Staff & Student Matters Committee following any sitting of the Staff Pay Committee.

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STAFF PAY APPEALS COMMITTEE TERMS OF REFERENCE

Membership
Membership of the group comprises one member of the Staff & Student Matters Committee plus two other governors, none of whom shall be employees at the School or Associate Members or members of the Management Committee or Staff Pay Committee:

The three members of the Staff Pay Appeals Committee will be selected as and when required by the Governing Body. Also in attendance are the Headteacher and the Clerk to the Governing Body. The Chair of the Staff Pay Appeals Committee shall be selected by the Chair of the Staff Pay Committee.

Quorum
Three - 100% of the Committee.

Meetings
Meetings will be held when required by the Governing Body.

Terms of Reference
The terms of reference will be reviewed at the first meeting of each academic year, when required.

Responsibilities
To act on behalf of the full Governing Body as a specifically delegated function in relation to all appeals against pay decisions, including appeals related to Performance Management Planning/Review Statements.

Duties
The duty of the Staff Pay Appeals Committee shall be to determine formal appeals against pay determination in accordance with Appeals Procedure set out in the School's Pay Policy.

Accountability
The Staff Pay Appeals Committee is accountable to the Full Governing Body. A report from the Staff Pay Appeals Committee shall be made at the next meeting of the Staff & Student Matters Committee following any sitting of the Staff Pay Appeals Committee.

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APPENDIX B: PAY APPEALS MEETING PROCEDURE

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Pay Committee and the Pay Appeals Committee. The Headteacher should attend to provide information and advice (except where s/he is the appellant).

1. Introductions and opening remarks

2. Member of staff and/or representative to present case
   - School representative to ask questions
   - Pay Appeals Committee to ask questions

3. School to respond. This may include calling on the Performance Management Reviewer and/or a member of the Pay Committee/headteacher where they are not presenting the case to add any relevant information / answer question (where applicable]
   - Member of staff and/or representative to ask questions
   - Pay Appeals Committee to ask questions

4. Employee or representative to make closing statement

5. Both parties withdraw to allow Pay Appeals Committee to consider their decision

6. Either both parties invited back to hear decision or the decision will be communicated in writing within 48 hours.

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APPENDIX C: PERFORMANCE PAY PROGRESSION - LEADERSHIP

To achieve progression on the Leadership Pay Scale, the School Teachers' Pay and Conditions Document (STPCD) requires individuals to have demonstrated sustained high quality performance. In making judgements against this criterion and in determining whether there should be progression the Governing Body will consider whether the individual has grown professionally by developing their leadership; and (where relevant), teaching, expertise.

In considering whether there has been professional growth, the Governing Body will consider whether the following description of a person on the leadership scale has been met:

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

To achieve progression (and for the above to be satisfied), there will need to have been a successful performance management review.

A successful performance management review involves a process of:

a. Performance Management objectives, linked to school improvement priorities, students' outcomes raising levels of achievement and attainment, leaderships and management skills and competencies, personal development;

b. Performance against the teaching standards including observed practice;

c. Performance against any other relevant Standards (eg the Headteacher Standards)

d. Other evidence, including of professional development/growth.

Note: The Governing Body expects that a teacher's performance objectives will define what needs to be achieved to demonstrate that the individual has grown professionally by developing their leadership and (where relevant) teaching expertise.

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APPENDIX D: STAFFING & TRL STRUCTURE

The Staffing Structure will be kept under regular review and may be amended from time to time, as the Governing Body considers appropriate, following consultation and as set out in the School's Redundancy and Re-organisation Policy.

CCHS TLR Structure as from 1st September 2023

TLR 1A	£13,528	Not currently awarded
TLR 1B	£11,167	**Combined Role:** School Development Leader, Subject Leader & Data
TLR 1C	£9,272	School Development Leaders who are also Subject Leaders School Development Leader & Assessment School Development Leader & SENCO
TLR 2A	£7,847	Subject Leaders (Large Departments) **Combined Roles:** Year Leaders who are also Subject Leaders
TLR 2B	£5,528	Subject Leaders (Small Departments) Year Leaders (Year 7 to 13) Senior Pastoral Leader **Combined Role:** Subject Leader of Psychology & Global Citizenship Co-ordinator
TLR 2C	£3,214	**Subject Co-ordinators:** Economics, Spanish, Government & Politics (currently split 50:50) Careers Co-ordinator — 2 i/c English Higher Education Co-ordinator — 2 i/c Mathematics (Strategic) House Co-ordinator — 2 i/c Mathematics (Operational) PSHE Co-ordinator

TRL3 Range: £639 - £3,169 - School Development Projects – Fixed Term

Teachers Staffing Structure as at 5 September 2023

Pay Range	Number of Permanent Teachers	Percentage of Permanent Teaching Staff
Leadership	5	5.9%
CCHS UPS3	48	56.5%
CCHS UPS2	6	7.1%
CCHS UPS1	11	12.9%
CCHS Main Pay Range	15	17.6%
TOTAL	**85**	**100%**

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Deleted: 10,486
Deleted: 8,706
Deleted: Subject Leader & Timetabler
Deleted: 7,368
Deleted: 5,191
Deleted: ¶ SENCO
Deleted: 3,017
Deleted: 600 – £2,975
Deleted: 2
Deleted: 6
Deleted: 7.5
Deleted: 43
Deleted: 53.75
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