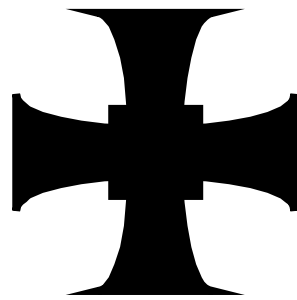


TRINITY SCHOOL CARLISLE



A CHURCH OF ENGLAND ACADEMY

PAY POLICY FOR TEACHERS

Staffing Committee

Reviewed: September 2017

Approved by the Staffing Committee: October 2017

Ratified by the full Governing Body: December 2017

Next review: 2018/2019 academic year

(This policy is the one current within Cumbria Local Authority, but adopted with minor modifications only for Trinity School.)

Purpose of the Pay Policy

All Professional Associations, the LA and the Governors of Trinity School believe that a fair, transparent and consistent pay policy, which recognises and rewards teachers as highly skilled professionals, is a key element in effective school improvement.

This pay policy will help to recruit, retain and motivate teachers, provide the basis for sound financial and personnel planning and minimise the risk of grievance and discrimination. It is entirely consistent and compliant with the revised statutory provisions for teachers' pay effective from 1 September 2017 and the pay policy checklist of all Professional Associations.

All Professional Associations, the LA and the Governors of Trinity School are committed to securing a national pay structure in England and Wales which applies statutorily to all maintained schools and academies. This policy has been updated to reflect the 2017 pay recommendations. It will be kept under review in the light of future School Teachers' Review Body (STRB) reports.

Pay Progression

Decisions about teachers' pay progression are linked to performance. Further information regarding this is provided in Section 3.

Introduction

This policy sets out the framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with the recognised trade unions. A copy of this policy will be made available to all staff and a copy of all relevant documents on pay and conditions will be made available to staff by the school.

In adopting this pay policy the aim is to:

- assure the quality of teaching and learning at the school;
- support recruitment and retention and reward teachers appropriately; and
- ensure accountability, transparency, objectivity and equality of opportunity.

Pay decisions at this school are made by the Governing Body, which has delegated certain responsibilities and decision making powers to the Pay Committee as set out in **Appendix 1**. The Pay Committee shall be responsible for the establishment and review of the pay policy, subject to the approval of the Governing Body, and shall have full authority to take pay decisions on behalf of the Governing Body in accordance with this policy. The Co-Headteachers will be responsible for advising the Pay Committee on its decisions.

1. Pay Reviews

The Governing Body will ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31 October each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled by November 30th each year.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay where this is appropriate.

A written statement will be given after any review and will give information about the basis on which it was made.

Where a pay determination leads or may lead to the start of a period of Safeguarding (pay protection), the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

2. Basic Pay Determination On Appointment

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

In making such determinations, the Governing Body will take into account the following factors:

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

A teacher will not be paid on a range (MPR/UPR/UNQ) which is different to the range on which they were paid immediately prior to their appointment and will be paid at a point on that scale that is not detrimental to them unless that teacher has applied for and been offered a post which has been advertised on a different pay range.

For positions on the leadership scale this must be done with regard to the guidelines contained within the STPCD 2017.

3. Pay Progression Based On Performance

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

Decisions regarding pay progression must be made with reference to the teachers' appraisal reports and the pay recommendations they contain. All appraisals must result in a pay recommendation being made, including recognition that a teacher is already at the top of their pay range (i.e. progression / no progression / top of range). It will be possible for a 'no progression' determination to be made without recourse to the capability procedure. In all such eventualities the teacher will have been made aware of this possibility as outlined in the appraisal policy.

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

To be fair and transparent, assessments of performance will be properly rooted in evidence that should be routinely available as part of the appraisal cycle. In this school we will ensure fairness by the Co-Headteachers undertaking a process of moderation for each appraisal cycle. This will be quality assured by the school's pay committee.

The evidence to be used may include lesson observations, pupil performance data and appraisal outcomes properly rooted in evidence as part of the appraisal cycle.

Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the appraisal report and taking into account advice from the Co-Headteachers. The Governing Body will ensure that appropriate funding is allocated for pay progression at all levels when setting its budget.

For teachers on the main pay range, judgements of performance will be assessed against objectives and the national teacher standards, and teachers will be eligible for pay progression if they are effectively fulfilling the teacher standards and meeting the objectives they are set.

For teachers on the upper pay range, successful progression will be based on substantial and sustained performance where the teacher continues to meet the threshold standards and has grown professionally by developing teaching expertise. (Substantial and sustained is defined in this policy as evidenced by two consecutive successful performance reviews.)

For headteachers / teachers on the Leadership Pay Range, judgements on performance will be assessed against objectives relating to school leadership and management and pupil progress. This must be done with regard to the guidelines contained within the STPCD.

4. Main Pay Range from 1st September 2017 (MPR)

A teacher on the main pay range (MPR) will be paid a salary within the minimum and maximum on the main pay range set out below:

Main Pay Range	
Minimum	£22,917
Maximum	£33,824

5. Upper Pay Range from 1st September 2017 (UPR)

A teacher on the upper pay range (UPR) will be paid a salary within the minimum and maximum on the main pay range set out below:

Appendix 3 shows the recommended pay points within the pay ranges that the school can use for determining teacher pay.

Upper Pay Range	
Minimum	£35,927
Maximum	£38,633

The Governing Body will pay a teacher on the upper pay range if:

- The teacher is employed in the school as a post-threshold teacher for as long as they are so employed without a break in their continuity of their employment at the school

- The teacher was previously employed as a member of the leadership group at the school, has continued to be employed without a break in their continuity of employment at the school, was first appointed to the leadership group on or after 1st September 2000 and has occupied such a post for an aggregate period of one year or more. In this case the governors will determine where within the UPR range the teacher's annual salary will be fixed.

6. Movement To The Upper Pay Range

Applications and Evidence

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

The Co-Headteachers should remind all teachers on the Qualified Teacher Pay Range (the Main Pay Range) at the start of each school year of their right to apply for assessment.

Applications may be made once a year. Where teachers wish to be assessed, they should notify the Co-Headteachers in writing using the application form (as at **Appendix 4**) which should be submitted by the teacher to the Co-Headteachers prior to the appraisal planning meeting. The teacher's application will be appended to their appraisal planning statement.

The evidence to be used will be only that available through the appraisal process in accordance with the conditions outlined in the Teachers' Appraisal Policy. (NOTE: This means that as Standards are part of Appraisal then the expectation should be for the teacher to provide evidence before the pay decision is made by the appraiser – the appraisal document should then summarise the decision not then duplicate a process).

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

All applications should include evidence from the most recent two appraisal cycles that they have completed. These may not be consecutive years if breaks of service have occurred.

The Assessment

An application from a qualified teacher will be successful as evidenced by two successful and consecutive appraisal reviews and where the Governing Body is satisfied that:

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

In making its decision, the Governing Body will have regard to the two most recent appraisal reviews. Reviews will be deemed successful, in accordance with the conditions outlined in the Appraisal Policy for progression to the Upper Pay Range:

- ‘highly competent’ means typically the standard of teaching should be at least good as may be evidenced through lesson observation/pupil performance data/appraisal outcomes;
- ‘substantial’ and sustained will be evidenced by two successful performance reviews as documented on the threshold application form (referenced within **Appendix 4**).

Processes and procedures

The assessment will be made within 10 working days of the receipt of the application or the conclusion of the appraisal process, whichever is later.

If successful, applicants will move to the Upper Pay Range and will be placed at the relevant point of that pay range with the award backdated to the 1st September of that school year.

If unsuccessful, feedback will be provided by the Co-Headteachers as soon as possible and at least within 5 working days of the decision; and will cover the reasons for the decision and the appeals arrangements available to the teacher.

The Pay Committee will decide where on the upper pay range a successful teacher is placed. This would normally be at UPR1. If the Pay Committee decides that a teacher should start further up the range, their position on the upper pay range will be decided in a fair and consistent way based on:

- the nature of the post and the responsibilities it entails;
- the level of qualifications, skills and experience of the teacher.

Any appeal against a decision not to move the teacher to the upper pay range will be heard under the pay policy appeals procedure (see **Appendix 5**).

Progression through the Upper Pay Range will be in accordance with section 3.

7. Part-Time Teachers

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

8. Short Notice/Supply Teachers

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata as outlined in paragraph 44 of the STPCD.

9. Leadership Teachers (Co-Headteachers, Deputy & Assistant Headteachers) Appointed on or After 1st September 2014 or Whose Responsibilities Have Significantly Changed After That Date

The Governing Body will set the pay level needed to attract a Headteacher, Deputy Headteacher or Assistant Headteacher. Prior to advertising the post the following stages will be undertaken:

Stage 1: Define the role and determine the headteacher group (using the pupil unit calculations within the STPCD 2017 – paragraphs 5 - 9);

Stage 2: Set an indicative pay range within the statutory minimum and statutory maximum;

Leadership Pay Range	
Minimum	£39,374
Maximum	£109,366

then, when in a position to make an appointment:

Stage 3: Decide the starting salary and individual pay range for the appointee.

The governors have decided that this school is currently a Group 7 school, based on the statutory requirements of the STPCD.

Full Leadership pay points within the Leadership pay range are shown in **Appendix 6**. The Senior Leadership Team salary grades for Trinity School are shown in **Appendix 7**.

10. Lead Practitioner Pay Range

Teachers paid as Lead Practitioners should be paid at a point as determined by the school within the Lead Practitioner Pay Range. Such appointments should be made with regard to the STPCD 2017.

Lead Practitioner Pay Range	
Minimum	£39,374
Maximum	£59,857

11. Unqualified Teacher Pay Range

The Governing Body has established a pay range for unqualified teachers employed in classroom teacher posts. Unqualified Teachers should be paid at a point as determined by the school within the Unqualified Teacher Pay Range. Such appointments should be made with regard to the STPCD 2017.

Unqualified Teacher Pay Range	
Minimum	£16,626
Maximum	£26,295

12. Discretionary Allowances And Payments

Teaching and Learning Responsibility Payments – TLR 1, 2 & 3

The Governing Body may award a TLR payment to a classroom teacher for undertaking a substantial additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and

learning and for which that teacher is made accountable. Unqualified teachers may not be awarded TLRs.

The Governing Body pays TLR 1 and 2 payments to teachers as indicated in the attached staffing structure, in accordance with the pay ranges specified in the STPCD as updated from time to time:

STPCD 2017 – TLR Ranges		
Band	Minimum	Maximum
TLR Band 1	£7,699	£13,027
TLR Band 2	£2,667	£6,515
TLR Band 3	£529	£2,630

The Governing Body of Trinity School will pay TLR payments within these ranges as follows:

Point	Amount
TLR 1a	£7,699
TLR 1b	£9,472
TLR 1c	£13,027
TLR 2a	£2,667
TLR 2b	£4,589
TLR 2c	£6,515

Before awarding any TLR 1 or 2 payment, the 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:

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

In addition, before awarding a TLR1 payment, the Governing Body must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Before making any TLR3 payment, the Governing Body must be satisfied that the responsibilities meet a, b and d of the above criteria; that they are being awarded for clearly time limited school improvement projects or one-off externally driven responsibilities; and that the responsibilities are not a permanent or structural requirement which should instead be rewarded by means of a permanent TLR payment. [The Governing Body will appropriately consult with professional associations if they choose to use this mechanism.]

A teacher cannot be awarded a TLR1 and TLR2 simultaneously, but may hold a concurrent TLR3.

13. Special Education Needs (SEN) Allowance

The Governing Body will award SEN allowances in accordance with the criteria and provisions set out in the 2017 STPCD.

The value of SEN allowances to be paid at the school will be:

SEN Allowance	
SEN 1	£2,106
SEN 2	£4,158

14. Allowance Payable To Unqualified Teachers

The Governing Body will pay an additional allowance of an amount between the minimum and maximum if an unqualified teacher (for example someone who has not yet obtained qualified teacher status, but could be qualified as a lecturer, coach or instructor) takes on a sustained additional responsibility which is focused on teaching and learning, and requires the exercise of a teacher's professional skills and judgment, or qualifications or experience which bring added value to the role being undertaken.

The number of unqualified posts to be identified in the school staffing structure.

Unqualified Teacher Allowance	
Minimum	£529
Maximum	£6,515

15. Other Payments

The Governing Body may make such payments as they see fit to a teacher, in respect of:

- a) continuing professional development undertaken outside the school day which has been approved by the Co-Headteachers.
- b) activities relating to the provision of initial teacher training as part of the ordinary conduct of the school.
- c) participation in out-of-school hours learning activities agreed between the teacher and the Co-Headteachers.
- d) additional responsibilities and activities due to, or in respect of, the provision of services by the Co-Headteachers relating to the raising of educational standards to one or more additional schools.

16. Recruitment And Retention Incentives And Benefits

The Governing Body will make a payment which it considers necessary as an incentive for the recruitment of new teachers and the retention of existing teachers. The duration/review date/ end date of such payment will be clearly defined.

Headteachers and others on the Leadership range may not be awarded payments under this category except for reimbursement of reasonably incurred housing or relocation costs on appointment.

Such payments will be reviewed annually and the payment will be set out clearly and openly shared with all Professional Associations. Please refer to the guidance within the STPCD.

17. Salary Sacrifice Arrangements

Trinity School makes provision for a teacher to give up the right to receive part of their gross salary in return for the agreement in kind (and that benefit in kind is exempt from income tax) under schemes such as:

- a) childcare vouchers
- b) cycle scheme
- c) Stone technology

18. Safeguarding (Pay Protection)

The Governing Body will operate salary safeguarding arrangements in line with the provisions of the STPCD.

19. Appeals

The arrangements for considering appeals on pay determination are set out in **Appendix 5** of this policy.

20. Other Payments

Continuing professional development outside directed time; Initial teacher training activities; and Out-of-school learning activities

The Governing Body may make discretionary additional payments to teachers who agree to undertake such activities. Additional payments will be calculated at a daily or hourly rate with reference to each teacher's actual pay spine position or, where appropriate and following consideration by the Pay Committee, at a higher level reflecting the responsibility and size of commitment.

The Governing Body recognises that such activities outside of directed time are entirely voluntary and that some teachers' commitments will make it difficult for them to undertake such activities. Where teachers cannot attend CPD organised outside the school day, the school will endeavour to offer suitable alternative training arrangements within directed time in line with its commitment to equal opportunities.

Residential duties

The Governing Body will make payments in respect of residential duties in accordance with the Joint National Council for Teachers in Residential Establishments national agreement.

Honoraria

The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision within the 2017 STPCD for the payment of bonuses or honoraria in any circumstances.

21. Monitoring The Impact Of The Policy

The Governing Body will monitor the outcomes and impact of this policy on an annual basis.

Appendix One

REMIT FOR THE PAY COMMITTEE OF THE GOVERNING BODY

Establishment, Monitoring and Review of the policy

The Pay Committee is responsible for:

- establishing the policy, in consultation with the Co-Headteachers and submitting it to the Governing Body for approval. (As the LA policy is adopted, all consultation with trade union representatives is done by the LA.)

The Governing Body is responsible for:

- formal approval of the policy.

The Pay Committee will review this policy annually or at other times as required by changing legislation, and submit it to the Governing Body for formal approval.

Application of the policy

The Co-Headteachers are responsible for:

- ensuring that pay recommendations for the deputy and assistant head teacher(s), classroom teachers and support staff are made and submitted to the Pay Committee in accordance with the terms of the policy;
- advising the Pay Committee on these recommendations
- ensuring that staff are informed of the outcome of the decisions and of the right of appeal.

The Pay Committee is responsible for:

- reviewing recommendations and making a decision regarding the pay of the deputy and assistant head teacher(s), classroom teachers and support staff following consideration of the recommendations of pay reviewers and the advice of the Co-Headteachers;
- reviewing recommendations and making a decision regarding the pay of the Co-Headteachers following consideration of the recommendations of the Governors responsible for the Co-Headteachers' performance reviews; and
- ensuring that the Co-Headteachers are informed of the outcome of the decision and of the right of appeal.

The Appeals Committee of the Governing Body is responsible for:

- taking decisions on appeals against the decisions of the Pay Committee in accordance with the terms of the appeals procedure of the policy.

Membership of the Pay Committee

The Pay Committee will comprise at least three governors.

Appendix Two

Main Pay Range - 2017

Pay Point	Salary
1	£22,917
2	£24,728
3	£26,716
4	£28,772
5	£31,039
6	£33,824

Appendix Three

Upper Pay Range - 2017

Pay Point	Salary
1	£35,927
2	£37,258
3	£38,633

Appendix Four

Request for Threshold Assessment Academic Year 2017 / 2018

This form should be handled in confidence at all times

Eligibility criteria

- In order to be assessed you will need to:
 - hold Qualified Teacher Status on the date of your request; and
 - be statutorily employed under the STPCD; and
 - normally be at the top of the Qualified Teachers Pay Range
 - the teacher is highly competent in all elements of the relevant standards; and
 - the teacher's achievements and contribution to the school are substantial and sustained.
- In this form the term 'school' should be taken as including all such settings. Teachers not working in schools should substitute 'service manager' or 'line manager' wherever 'head teacher' is used.
- Please enclose copies of your appraisal reports and/or planning and review statements that relate to the 2 years immediately prior to the date on which you submit your request¹.
- Print, sign and date the form, keeping a copy and pass it to the Co-Headteachers by **30 September in the year of application.**

Part 1: Teacher details

To be completed by the teacher

Personal details

Surname

First name(s)

Previous surname (if applicable)

DfE or GTC (Wales) teacher reference number (this must be seven digits including zeros)

Please give details if you are submitting appraisal reports or performance management statements from another school

Name and address of school/LA	Date(s) of employment	Name of head teacher/ service manager

Declaration by the teacher

I confirm that at the date of this request I meet the eligibility criteria and I submit appraisal reports and/or performance management statements covering the two year period prior to this request for assessment against the post-Threshold standards.

Signed

Date

<input type="text"/>
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Part 2: Actions for the Co-Headteachers

- Before assessing whether the teacher meets the post-Threshold standards the Co-Headteachers must first be satisfied, on the basis of the evidence contained in the appraisal reports and planning and review statements, that the teacher meets the Teachers' Standards to a highly competent level as stated in section 6 a and b. If these conditions are not met, you must not proceed with the post-Threshold assessment, and must write to the teacher setting out the rationale for the judgement.
- Complete the Co-Headteachers' statement (see page 17)
- Sign, date and copy the form.
- Promptly inform the governing body of this decision, inform the teacher, and notify the appropriate body that deals with payroll matters for the school.
- Inform the teacher of the outcome within 20 working days of informing the governing body of this decision.
- Notify the teacher in writing of the outcome of the post-Threshold assessment, provide written feedback and a copy of the attached form

To be completed by the head teacher / CET Line Manager

Name of teacher

School/LA service

Please record your overall judgements below.

Post-Threshold Standards

Please provide a detailed explanation why, in your judgement, all the post-Threshold standards have been met / not yet been met throughout the relevant period.

Please indicate any further areas of professional development for the teacher if required.

Teachers' Standards/Threshold Standards [please delete as appropriate] not met.

Signature

Please paste in electronic/scanned signature above if submitting the application form electronically.

Print name

School name

Date

NB This page should be passed back to the teacher

PART 3: Acknowledgement of receipt of request for Post-Threshold Assessment

Date dd/MM/yyyy

Dear (insert teacher's name)

I acknowledge receipt of your request for assessment against the post-Threshold standards and confirm that I have received all the associated documents to enable the process to be completed.

You will be informed about the outcome of the assessment and will be provided with written feedback within 15 working days of informing the Governing Body of the decision.

Signed

Co-Headteacher

Appendix Five

Pay Appeals Procedure

The Governing Body is committed to ensuring that appeals against pay decisions meet the requirements of the dispute resolution provisions of employment law.

The process set out below is consistent with the dispute resolution provisions of employment law and may be adopted by the school as the means by which appeals against pay decisions are considered.

Teachers may seek a review of any determination in relation to their pay or any other decision taken by the Governing Body (or a committee or individual acting with delegated authority) that affects their pay.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination:

That the person or committee by whom the decision was made:

- a) incorrectly applied any provision of the STPCD;
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) took account of irrelevant or inaccurate evidence;
- e) was biased; or
- f) otherwise unlawfully discriminated against the teacher.

The order of proceedings is as follows:

1. The teacher receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
2. If the teacher is not satisfied, he/she should seek to resolve this by discussing the matter informally with the decision-maker within ten working days of the decision.
3. Where this is not possible, or where the teacher continues to be dissatisfied, he/she may follow a formal appeal process.
4. The teacher should set down in writing the grounds for questioning the pay decision within ten working days and send it to the chair of governors (or committee) who made the determination.
5. The committee or person who made the determination should provide a hearing, within ten working days of receipt of the written appeal, to consider the appeal and give the teacher an opportunity to make representations in person. Following the hearing the employee should be informed in writing of the decision and the right to appeal.
6. Any appeal should be heard by a panel of three governors who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision.

For any formal meeting the teacher is entitled to be accompanied by a colleague or union representative. Each step and action of this process must be taken without unreasonable delay. The timing and location of formal meetings must be reasonable. Formal meetings must allow both parties to explain their cases.

The procedure for the conduct of formal meetings shall be as follows.

Introductions

Chair introduces everyone and what their role is:

- Self as Chair
- other panel member(s) (if applicable)
- employee
- employee representative
- any witnesses for the employee side
- management representative who will state the management case
- any witnesses for the management side
- person who will clerk the meeting
- HR to give advice to the panel

Goes over the order of the hearing:

- Employee will state their case
- Chair asks questions of the employee/employee representative
- Chair invites panel (if applicable) to ask questions
- Management will state their case
- Chair asks questions of the management
- Chair invites panel (if applicable) to ask questions
- Management to sum up and appellant to sum up.
- Chair to adjourn hearing to deliberate

The employee case

Employee/representative presents employee case:

- what is the evidence that supports their case
- introduces any witnesses
- Chair asks questions
- Chair opens the discussion to the panel (if applicable).

The management case

Management representative presents management case:

- what is the evidence that supports the disputed pay decision
- introduces any witnesses
- Chair asks questions
- Chair opens the discussion to the panel (if applicable).

Summing up

- If appropriate the Chair can clarify the key points on both sides.

End of hearing

- Chair ends the hearing and advises employee that will let him/her have the panel's decision in writing within timescale.
- Chair advises employee that he/she will have no further right of appeal and that the letter will contain full details.

Decision-making

- Clerk notes main points of panel discussion and their decision.

- Panel obtains HR advice if required to inform their decision-making.

Communication of decision

- Employee is notified of decision.
- Decision and reason for the decision confirmed in writing.

Appendix Six

Leadership Pay Range – 2017

Pay Point	Salary
1	£39,374
2	£40,360
3	£41,368
4	£42,398
5	£43,454
6	£44,544
7	£45,743
8	£46,799
9	£47,967
10	£49,199
11	£50,476
12	£51,639
13	£52,930
14	£54,250
15	£55,600
16	£57,077
17	£58,389
18	£59,857
19	£61,341
20	£62,863
21	£64,417
22	£66,017
23	£67,652
24	£69,330
25	£71,053
26	£72,810
27	£74,615
28	£76,466
29	£78,359
30	£80,310
31	£82,293
32	£84,339
33	£86,435
34	£88,571
35	£90,773
36	£93,020
37	£95,333
38	£97,692
39	£100,072
40	£102,570
41	£105,132
42	£107,766
43	£109,366

Appendix Seven

Lead Practitioner Pay Range 2017

Pay Point	Salary
1	£39,374
2	£40,360
3	£41,368
4	£42,398
5	£43,454
6	£44,544
7	£45,743
8	£46,799
9	£47,967
10	£49,199
11	£50,476
12	£51,639
13	£52,930
14	£54,250
15	£55,600
16	£57,077
17	£58,389
18	£59,857

Appendix Eight

Unqualified Teachers Pay Range - 2017

Pay Point	Salary
1	£16,626
2	£18,560
3	£20,492
4	£22,427
5	£24,362
6	£26,295