



LIFE Education Trust

Learning Is For Everyone

Our Aim is that every School will be:

- An efficient school
- An effective School
- An enriching school
- An enabling school

PAY POLICY

Policy	Pay Policy
Staff consulted on Pay Policy	Date
Policy adopted by Trust Board	15.11.16
Reported to LGBs for implementation	13.12.16
Implementation Date	16.11.16
Review Date	November 2017
Policy Source	Essex Model Policy

SCOPE:

This policy applies to all staff of the Trust and is implemented across the organisation. It also applies to all staff at all schools and units within LIFE Education Trust.

Each school within LIFE Education Trust must ensure that the contents of this policy are communicated to all staff.

Each school within LIFE Education trust publishes this policy on its website. It is also posted on the Trust's own, separate website. It is made available to staff and trade unions.

EQUALITIES:

This policy reflects measures established in law through the **Equality Act 2010** and the LIFE Education Trust Pay Policy 2016 emphasises that the Trust opposes all forms of racism, homophobia, prejudice and discrimination.

The **Equality Act 2010** replaced all existing equality legislation such as the Race Relations Act, Disability Discrimination Act and Sex Discrimination Act.

OTHER LEGISLATION

The Trust also recognises its responsibilities under relevant legislation including the Employment Relations Act 1999, Employment Rights Act 1996, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, Agency Workers Regulations 2010. The Trust will ensure that all pay related decisions are taken equitably and fairly in compliance with statutory requirements.

KEY DEFINITIONS USED IN THIS POLICY:

LIFE	LIFE Education Trust
The Trust	LIFE Education Trust
The Board/Directors	The Board of Directors of LIFE Education Trust
School/Trust school	An Academy or school within LIFE
Staff	All staff employed by LIFE and working with academies, schools or units within LIFE
STPCD	School teachers Pay and Conditions Document

All schools within LIFE are legally defined as academies, regardless of whether the term “school” is used to describe them in the following policy.

STATUTORY RESPONSIBILITIES:

The prime duty in England as set out in a paragraph 21(2) of the Education Act 2002.

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1.	INTRODUCTION AND AIMS
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 Trust recognises the requirement that all pay progression decisions for all teaching staff must be linked to annual appraisal of performance. The procedures for appraisal are set out in a separate Appraisal policy. The Trust also recognises the importance of annual appraisal of performance for support staff and how this may link to pay.
1.4	The objective of the policy is to: <ul style="list-style-type: none"> • ensure that pay and staffing arrangements enable the current and future delivery of 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.
1.5	The staffing structures will be published on the relevant school websites in the sections accessible by staff and the LGBs. The Trust staffing structure will be published on the Trust website.
1.6	The Trust will also consider advice issued by the Department for Education, recognised trade unions and other national bodies as appropriate, along with relevant statutory legislation.
2.	ROLES AND RESPONSIBILITIES
2.1	Remuneration Committee The Trust has established the following committees which have fully delegated powers to make decisions on pay, and (except in relation to Headteachers' pay) will be advised by the Chief Executive Officer as appropriate. <ul style="list-style-type: none"> • Remuneration Committee • Remuneration Appeals Committee (to be convened on an ad hoc basis as required)
2.1.1	The terms of reference for these committees are attached at Appendix A. The Board 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. The Board will monitor the effectiveness of the Appraisal process and ensure that the allocation of pay is consistent with the overall standard of teaching in the Trust and its schools and with the outcomes for pupils.
2.1.2	Where the Trust collaborates with another Trust or bodies on the appointment of staff, joint Remuneration committees may be established between the relevant bodies to deal with pay and appraisal matters of relevant staff.

2.2	<p>Appraisal</p> <p>Appraisal 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. Appraisal reviewers will be responsible for the appraisal process, in accordance with the trust's Appraisal Policy. Appraisal objectives will be moderated across the school to ensure consistency and fairness in pay decisions. The Appraisal Review Statement will include a pay recommendation which will be made by:</p> <ul style="list-style-type: none"> • The appraiser for Main Pay Range teachers, Upper Pay Range teachers and support staff • The Headteacher for Leadership Range teachers • The Headteachers' Appraisal Review Panels for the Headteachers • The CEO for all staff employed at Trust level (Appraisals may be joint with a Headteacher panel where a post holder is both a Headteacher and a post holder at Trust level) • The CEO appraisal review panel for the CEO (this may be joint with the Headteacher Appraisal Panel where the CEO also holds a Headteacher post) <p>Teachers will be expected to meet the defined professional standards and these will be incorporated in their appraisal.</p>
2.2.1	<p>Application for the Upper Pay Range</p> <p>The Headteacher of each school or unit 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 Remuneration Committee on whether the teacher should progress to the Upper Pay Range and within it.</p>
2.3	<p>Staffing Structure / Job Profiles</p> <p>The Trust Board Remuneration Committee will, having regard to the advice and recommendation of the CEO, determine, monitor and review the Trust staffing structure. Local Governing bodies will, having regard to the advice and recommendation of the Headteacher of the school, monitor and review the school staffing structure and make recommendations for change via the CEO of Trust.</p> <p>The staffing structure sets out the number and pay ranges for all posts within the trust/school and is published on the staff section of the trust/school website.</p> <p>All members of staff will be provided with a job description/profile outlining their roles and responsibilities, including those in connection with any additional allowances.</p> <p>Any significant changes to duties and responsibilities of a post will be subject to discussion with the member of staff with a view to reaching agreement. For significant changes a new job description will be issued.</p> <p>Where the staffing structure of the school/trust needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and the recognised trade unions before any changes are made.</p> <p>Job descriptions/profiles will be reviewed annually as part of the appraisal process.</p>
2.4	<p>Leadership Group and Lead Practitioners</p> <p>The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for posts on the Leadership and Lead Practitioner Pay Ranges. Such decisions will be ratified by the Trust Remuneration Committee</p>
2.5	<p>Other teachers</p> <p>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. Such decisions will be ratified by the Trust Remuneration Committee*.</p>

2.6	Support Staff The Headteacher for school based staff or the CEO for trust based staff will be responsible for determining the starting salary, and for making pay progression decisions, for all support staff. Support staff are subject to performance review and can expect to progress on 1 st April on the incremental scale of their pay range unless their performance is assessed as unsatisfactory or subject to a disciplinary sanction.		
3.	PAY TIMETABLE		
	Date	External	Internal
	April		Complete appraisal review for support staff.
		Inflationary Pay Award for support staff	Pay Progression decision effective for support staff
	September	Inflationary Pay Award for teachers	Pay Progression decision effective for teachers
		Budget set (trust/academies)	
	Sept/Oct		Complete appraisal review for teachers
	31 October (last day of half term)		Notify teachers of annual pay review decision
	31 Dec. (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.		
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: <ul style="list-style-type: none"> • 1 September, but no later than 31 October (teachers) • 1 September, but no later than 31 December (headteachers) • 1 April (support staff) 		
3.2	Inflationary increases – Teachers’ Pay Ranges		
	The Trust 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 STPCD. The values of points on the scales above the minimum will be determined annually by the Trust. In making its determination the Trust will have regard to any national pay award and any requirements set out in the STPCD.		
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 STPCD. The values of Allowances in excess of the minimum will be determined annually by the Trust. In making its determination the Trust will have regard to any national pay award and any requirements set out in the STPCD.																																			
	The Trust 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 Trust. In making its determination the Trust 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	<p>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 progression stages. Teachers on the Main Pay Range will be paid on the six-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</p> <p><u>Main Pay Range</u></p> <table border="1"> <tr> <td>Minimum:</td> <td>£25 880</td> <td>MPR1</td> </tr> <tr> <td>Appraisal Progression Stage 1</td> <td>£ 27 484</td> <td>MPR2</td> </tr> <tr> <td>Appraisal Progression Stage 2</td> <td>£ 29 185</td> <td>MPR3</td> </tr> <tr> <td>Appraisal Progression Stage 3</td> <td>£ 30 992</td> <td>MPR4</td> </tr> <tr> <td>Appraisal Progression Stage 4</td> <td>£ 33 620</td> <td>MPR5</td> </tr> <tr> <td>Maximum</td> <td>£ 35 640</td> <td>MPR6</td> </tr> </table> <p><u>Upper Pay Range</u></p> <table border="1"> <tr> <td>Minimum:</td> <td>£ 38 739</td> <td>UPR 1</td> </tr> <tr> <td>Appraisal Progression Stage 1</td> <td>£ 38 739</td> <td>UPR 1</td> </tr> <tr> <td>Appraisal Progression Stage 2</td> <td>£ 40 173</td> <td>UPR 2</td> </tr> <tr> <td>Appraisal Progression Stage 3</td> <td>£ 41 660</td> <td>UPR 3</td> </tr> <tr> <td>Maximum</td> <td>£ 41 660</td> <td>UPR 3</td> </tr> </table>			Minimum:	£25 880	MPR1	Appraisal Progression Stage 1	£ 27 484	MPR2	Appraisal Progression Stage 2	£ 29 185	MPR3	Appraisal Progression Stage 3	£ 30 992	MPR4	Appraisal Progression Stage 4	£ 33 620	MPR5	Maximum	£ 35 640	MPR6	Minimum:	£ 38 739	UPR 1	Appraisal Progression Stage 1	£ 38 739	UPR 1	Appraisal Progression Stage 2	£ 40 173	UPR 2	Appraisal Progression Stage 3	£ 41 660	UPR 3	Maximum	£ 41 660	UPR 3
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	<p>Unqualified Teachers will normally be paid on the Unqualified Pay Range.</p> <p>The Pay Range for Unqualified teachers in this school has been divided into progression stages as follows:</p> <table border="1"> <tr> <td>Minimum:</td> <td>£ 19,359</td> <td>UQ 1</td> </tr> <tr> <td>Appraisal Progression Stage 1</td> <td>£ 21 256</td> <td>UQ 2</td> </tr> <tr> <td>Appraisal Progression Stage 2</td> <td>£ 23 152</td> <td>UQ 3</td> </tr> <tr> <td>Appraisal Progression Stage 3</td> <td>£ 25 050</td> <td>UQ 4</td> </tr> <tr> <td>Appraisal Progression Stage 4</td> <td>£ 26 944</td> <td>UQ 5</td> </tr> <tr> <td>Maximum:</td> <td>£ 28 841</td> <td>UQ 6</td> </tr> </table>			Minimum:	£ 19,359	UQ 1	Appraisal Progression Stage 1	£ 21 256	UQ 2	Appraisal Progression Stage 2	£ 23 152	UQ 3	Appraisal Progression Stage 3	£ 25 050	UQ 4	Appraisal Progression Stage 4	£ 26 944	UQ 5	Maximum:	£ 28 841	UQ 6															
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4.2.1	Where an unqualified teacher is on a recognised “route into teaching” programme, the Remuneration 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	<p>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.</p> <ul style="list-style-type: none"> • In setting the specified Range, the Remuneration Committee will determine the number and value of appraisal 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	<p>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;</p> <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions; • any specific restrictions set out in the STPCD; • the employee’s current salary level; <p>Newly Qualified Teachers in their first year will normally be paid on the minimum of the Main Pay Range, although this may be higher in exceptional circumstances and contracts may begin earlier than September.</p> <p>There is no assumption that an employee will be paid the same rate they were being paid in a previous school outside of the Trust.</p>
6.	PAY PROGRESSION BASED ON APPRAISAL
	Teachers on the Main, Unqualified, Upper and Lead Practitioner Pay Ranges
6.1	<p>Decisions regarding annual pay progression within the relevant ranges set out in 4.1-4.3 above, will be made with reference to teachers’ appraisal statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.</p> <p>The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Appraisal objectives will be progressive and developmental, thereby ensuring that good appraisal is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.</p>

<p>6.2</p>	<p>Decisions on appraisal pay progression will be based on an assessment of the <u>overall</u> appraisal of the teacher.</p> <p>A teacher will be eligible for annual (biennial for Upper Pay Range) appraisal pay progression where they:</p> <ol style="list-style-type: none"> 1) have been assessed as meeting all of the teaching standards, throughout the assessment period; 2) have had their teaching and marking assessed as at least good <u>overall</u> during the assessment period; 2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching (including marking and progress made by students) <u>overall</u> 2b) Lead Practitioners will be expected to demonstrate outstanding teaching <u>overall</u> 3) have been assessed as meeting the requirements of their job description/job role; 4) meet their individual appraisal objectives; <p>Consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives;</p> <ol style="list-style-type: none"> 5) have demonstrated a personal responsibility for identifying and meeting their CPD needs. <p>The evidence which will be considered in assessing appraisal will include:</p> <ul style="list-style-type: none"> • pupil progress data; • quality of teaching against the Teaching Standards, including observed practice; • self-assessment; • professional dialogue; • received feedback; • appraisal statements; • CPD records; • Parental feedback; • Students work; • Teacher planning. <p>And in the case of Upper Pay Range teacher and Lead Practitioners, evidence of their contribution beyond their own classroom and their impact on the wider school.</p> <p>Where a teacher has been absent for some or all of the assessment period, an assessment will be based on appraisal during any periods of attendance and/or prior appraisal.</p>
<p>6.3</p>	<p>Decision to progress</p> <p>Where all of the appraisal pay progression criteria set out in 6.2 above are met, the teacher will move up to the next Appraisal Pay Progression Stage. (Progression is biennial in the case of Upper Pay Range.)* Discretion will be applied where not all appraisal objectives have been fully met, but significant progress has been made. Where a teacher's performance has been of sustained high quality, exceeding school expectations at that level, the Remuneration committee may, on the Headteacher's recommendation award accelerated progression (of up to two increments).</p>
<p>6.4</p>	<p>Decision not to progress</p> <p>Where the appraisal pay progression criteria in 6.2 are not met, the teacher will not receive any appraisal pay progression. A decision not to award appraisal 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 appraisal for their pay level, may be</p>

	<p>subject to these procedures.</p> <p>Where a decision not to progress is made, the teacher will be supported through the appraisal process to improve their appraisal.</p>
7.	MOVEMENT TO THE UPPER PAY RANGE
7.1	<p>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. It is expected that a teacher will have been at the maximum of the main scale for two years.</p> <p>Applications must:</p> <ul style="list-style-type: none"> • be made on the appropriate application and submitted to the headteacher; • be submitted by 31 October* in each year (consideration will be given to accepting late applications where individual circumstances eg absence prevent this deadline being met). <p>Successful applications will be back dated to the start of the academic year in which the application is made.</p> <p>If a teacher is simultaneously employed at another school within the trust, separate applications should be submitted to the respective Headteachers.</p>
7.2	<p>The Criteria</p> <p>An application will be successful, if the Headteacher and the Remuneration Committee are satisfied that:</p> <ul style="list-style-type: none"> • 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. <p>In this school, this means that the teacher has consistently</p> <ul style="list-style-type: none"> • 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 appraisal objectives over a sustained period; <p>and in addition that;</p> <ul style="list-style-type: none"> • teaching has been rated as good <u>over time</u>, with some outstanding, • the teacher has demonstrated over a sustained period an ability to support some pupils 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 pupils' 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 <ul style="list-style-type: none"> ○ 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; <p><u>Sustained</u> 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 appraisal against the criteria at the teacher's previous school.</p>

	The trust will exercise its discretion to consider appraisal over a lesser period where a teacher has been absent for some of the relevant period.
7.3	<p>The Assessment</p> <p>The Headteacher will assess all applications to be paid on the Upper Pay Range and their recommendation will be considered by the Pay & Personnel Committee.</p> <p>The Headteacher will use the evidence contained in the teachers' appraisal review paperwork to make their assessment.</p> <p>A teacher who has not been at the school for all of the 3 year assessment period, should provide their appraisal review statement(s) from their previous employment with their application.</p> <p>A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.</p>
7.4	<p>Procedure</p> <p>The Headteacher will discuss their recommendation with the teacher and the Remuneration Committee will confirm the decision by 30 November.</p> <p>Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.</p> <p>Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support through the appraisal process to develop their skills with a view to them making a future successful application.</p> <p>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.</p>
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
	<p>There are 3 TLR levels: TLR1, TLR2 and TLR3. The amounts payable are set out in the STPCD; adoption of any new rates by the Trust is reviewed as pay settlements are agreed nationally.</p> <p>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.</p> <p>TLR payments are awarded for additional responsibilities associated with the continued delivery of high quality teaching and learning for which they are accountable. For example, where a post is:</p> <ul style="list-style-type: none"> • Focussed on teaching and learning • Requires the exercise of a teacher's professional skills and judgement • Requires the teacher to lead, manage and develop a subject or curriculum • Has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils • Involves leading, developing and enhancing the teaching practice of others <p>Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, are set out in the staffing structure.</p>

	<p>TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.</p> <ul style="list-style-type: none"> • TLR3a £2,000 • TLR3b £1,000 • TLR3c £ 500 <p>Where a TLR is awarded, written notification will be given to the teacher of:</p> <ul style="list-style-type: none"> • 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
	<p>There is one special needs allowance (the amount of which is defined in the Teachers' pay and conditions determined nationally. Updates of the allowance are considered by the Trust for adoption as pay settlements are reached) consisting of a minimum and maximum amount.</p> <p>The Remuneration 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 pupils, and the amount of the Allowance in each case. Such posts are as set out in the Staffing Structure.</p> <p>Where a post attracts an SEN allowance the amount of the allowance will be determined in each case by reference to:</p> <ul style="list-style-type: none"> • whether any mandatory qualification is required; • the qualification and/or expertise of the teacher relevant to the post; • the relative demands of the post <p>This allowance may apply where:</p> <ul style="list-style-type: none"> • The post holder teaches pupils in one or more designated special classes or units in the school; • Or, in a non-designated setting, where there is a substantial element of working with SEND pupils plus a requirement for exercise of the teacher's professional skills and judgement in the teaching of SEND pupils together with a greater level of involvement in the teaching of pupils with SEND than is the normal requirement throughout the school). <p>In determining the value of an SEN payment, due regard will be given to ensuring</p>

	consistency, fairness and transparency.
8.2	Unqualified Teacher Allowance
	<p>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:</p> <ul style="list-style-type: none"> • 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. <p>The Headteacher* will determine the amount of any such allowances having due regard to consistency, fairness and transparency.</p>
8.3	Residential Allowance
	Not applicable to the trust.
9.	LEADERSHIP GROUP PAY
9.1	<p>The Pay Range for Leadership Posts have been divided into Pay Progression Stages as set out in Appendix E and the Salary Range for the Headteacher will be determined as set out in 9.1.2 below and will consist of a range of 7** progression stages and the Salary Range for Vice Principals, Deputy and Assistant Headteachers shall usually consist of 5-7 progression stages. These pay ranges will be reviewed annually or at any time during the year if there has been a significant permanent change in duties and responsibilities of a post holder or where it is necessary to consider a retention payment.</p>
9.1.1	<p>The Trust will determine the group size of the school with reference to pupil numbers as set out in STPCD and determine appropriate Salary Ranges for each Leadership Post, normally within the Group Size¹.</p> <p>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 pupil numbers of all the schools and the overall responsibility of the post.</p> <p>In setting the individual Salary Ranges for Leadership Posts the Remuneration Committee will:</p> <ul style="list-style-type: none"> • take account of all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations; • have regard to appropriate pay differentials with other staff;
9.1.2	<p>When determining the starting salary of a newly appointed member of the Leadership Group, the Trust 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 appraisal progression over time. In determining the salary range for the Headteacher the Trust may also consider any permanent additional factors (for example, if the school is causing concern, or there is substantial difficulty in filling the Headteacher post or retaining the existing Headteacher).</p> <p>There will not normally be an overlap of salary bands between the Headteacher and other leadership posts.</p>

9.1.3	<p>Progression within the Salary Range, will be subject to the individual demonstrating a sustained high quality of appraisal having regard to the most recent review carried out under the Appraisal Policy.</p> <p>Determination of whether there has been “sustained high quality of appraisal” will be made in accordance with the criteria outlined in Appendix C of this Policy.</p>
	<p>Where the Remuneration Committee is satisfied that there has been a sustained high quality of appraisal, the employee will move up to the next Appraisal Pay Progression Stage.</p> <p>Where appraisal is considered to be exceptional, the Remuneration Committee may move the employee up two progression stages.</p> <p>The Headteacher’s performance will be subject to annual appraisal review by a panel appointed from the Trust Board and Local Governing body. The panel will appoint an external expert to provide advice on the appraisal of the Headteachers, Executive Directors and CEO. Pay progression will be linked to delivery of the objectives and targets agreed with the Headteacher/Director/CEO at the start of the year and the meeting of current professional standards published for Headteachers.</p>
9.1.4	<p>Performance Progression is limited to the maximum of the Salary Range as determined in 9.1.1.</p> <p>Discretion will be applied where not all appraisal objectives have been fully met, but significant progress has been made</p>
9.1.5	<p>Where the employee’s appraisal is assessed as not being of a sustained high quality, they will not be any appraisal pay increase. A decision not to award a appraisal 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 appraisal for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the employee will be supported through the appraisal process to improve their appraisal.</p>
10.	ADDITIONAL PAYMENTS TO TEACHERS
10.1	Temporary Payments to the Headteacher
	<p>The Remuneration 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.</p> <p>The total sum of any additional payments set out in this section (and in 9.1.1 and 9.1.2) will not exceed 25% of the value of the Headteacher’s point on the Leadership Pay Spine. If the Remuneration Committee exceptionally wishes to exceed the limit above, it will seek independent external advice and seek agreement of a business case from the Trust Board before so doing.</p>
	<p>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 and 9.1.2 above) or as a temporary payment (as set out in 10.1 above).</p>
10.2	Continuous professional development undertaken outside the school day
	The Trust does not make payments for CPD outside of the school day.

10.3	Activities related to the provision of initial teacher training (ITT)
	The Trust does not make payments for ITT activities.
10.4	Participation in out of school learning activities
	An additional payment, at a rate agreed by the Remuneration Committee, may be made to teachers who undertake learning activities outside the normal school day, provided that this activity is agreed in advance between the teacher and the Headteacher and the teacher's salary range does not take account of such activity. If a member of staff is directed by the school to attend an activity on a week day they would not normally work, they should be paid.
10.5	Provision of services to another school(s)
	The Trust may authorise teachers, including Leadership Group, to undertake additional responsibilities and activities relating to the raising of standards in one or more other school. Where such an agreement is authorised, the Trust will determine, what, if any, payment should be paid to the teacher and/or to other staff, in recognition of the associated additional responsibility and how much shall be retained by the school to cover associated costs such as administration or supply cover. Any payment to the Headteacher will be made under 10.1 of this Policy. Payments to other staff may include acting arrangements, temporary TLR3s or such other payment as the Remuneration Committee considers appropriate under Paragraph 26.1 of TPCD. All such payments are temporary with no entitlement to safeguarding when they cease.
10.6	Recruitment and Retention Payments and Incentive
	The detailed policy and procedures for recruitment are contained in the Trust's Recruitment Policy . The Remuneration Committee 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: <ul style="list-style-type: none"> • 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 review and there will be no entitlement to a payment beyond the review date. Any such payment will be confirmed in writing, including details of: <ul style="list-style-type: none"> • whether it is for the purpose of recruitment or retention; • the nature of the payment or incentive (for example benefits such as child care provision, etc.); • 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 or another post of a higher grade, but has not been appointed in an acting capacity the Trust shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the STPCD.
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 STPCD as follows: $\frac{\% \text{ of days a week the teacher teaches}}{\text{School's timetabled teaching time}} = \text{part-time percentage}$ 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; <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions.
13.2	Pay Progression Annual progression within any pay range set out in the contract of employment, will be subject to the employee meeting the expectations as determined through the appraisal process.
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:

	Hours per week x weeks per year ----- 36 x 52.14
13.4	<p>Acting Allowances and Additional Responsibilities</p> <p>Where, at the request of the Headteacher, a member of support staff covers the full range of duties of a higher graded post, for a minimum period of 4 weeks, the Trust will pay that member of staff on the appropriate higher scale (normally the minimum) for the period of acting up.</p> <p>Where a member of staff is covering some but not all of the duties of the higher grade, the Trust may consider an honorarium payment calculated on the difference between the salary for the substantive and the higher graded post.</p> <p>Additional hours to meet short term excessive workload will only be payable, if those hours are worked with the prior agreement of the Headteacher. Hours will be paid at the normal hourly rate within the standard full time hours for the job or at overtime rate if the standard full time hours are exceeded.</p> <p>An SEN allowance will be payable to qualifying support staff who support named pupils with a range of “additional” personal and healthcare needs.</p>
14.	SALARY SACRIFICE SCHEMES
	<p>The Trust operates a Salary Sacrifice Scheme in relation to:</p> <ul style="list-style-type: none"> • Child Care Vouchers • Cycles/cycle safety equipment <p>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.</p> <p>Participation in any salary sacrifice scheme will have no effect upon the determination of any safeguarded sum to which the teacher may be entitled.</p>
15.	PENSIONS
15.1	<p>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.</p> <p>Note: Full-time teachers cannot be members of the Teachers’ Pension Scheme for a second job (e.g. 1:1 tuition at another school). They can however join the Local Government Pension Scheme for this secondary employment.</p>
15.2	<p>The Trust 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 Trust recognises that, were 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.</p>
16.	SALARY SAFEGUARDING/PROTECTION
	<p>The Trust will ensure appropriate salary protection/safeguarding for teachers in accordance with the STPCD and for support staff in accordance with the Essex Redundancy and Re-organisation Procedure.</p>

	Employees in receipt of safeguarding will be expected to undertake commensurate work.
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 Trust will endeavour to ensure that appropriate funding is allocated for appraisal pay progression at all levels.
18.	EQUALITIES
	<p>The Trust recognises the principle of equal pay for work of equal value in the implementation of this policy. The Trust will take into account the salaries payable in comparable establishments, where possible, in setting pay levels.</p> <p>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.</p>
19.	OVER/UNDER PAYMENTS
	<p>The Trust shall be entitled to deduct from your salary any money which you may owe to the school at any time.</p> <p>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. Employees will be notified in advance of any adjustment.</p> <p>Should an overpayment 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 Trust will determine a reasonable recovery schedule, usually not exceeding 5% of the monthly gross, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement.</p> <p>Recovery of overpayments will be pursued in the case of former employees.</p> <p>In the case of underpayments, the Trust will apply appropriate refunds as soon as possible.</p> <p>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.</p>
20.	MONITORING
	The Trust will monitor the outcome and impact of this policy annually assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of teachers and the correlation between this and appraisal reviews and outcomes for pupils.

	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	Pay recommendations will be contained within Appraisal 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	<p>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.</p> <p>The grounds of appeals are that the decision maker(s):</p> <ul style="list-style-type: none"> • incorrectly applied the provisions of the STPCD / 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	<p>Appeals will be heard by a Remuneration Appeals Committee, convened by the Chair of the Trust Board.</p> <p>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.</p> <p>The procedure for the conduct of the appeal meeting is at Appendix B.</p> <p>Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.</p> <p>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.</p> <p>The decision of the Trust's Remuneration Appeals Committee is final and there is no recourse to the staff grievance procedure.</p> <p>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 Remuneration Appeals Committee.</p> <p>The role of the Remuneration 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.</p>

APPENDIX A: TERMS OF REFERENCE REMUNERATION COMMITTEE

Delegation of Function

The Trust shall establish a Remuneration Committee to set the Pay Policy for the school and to implement the approved Pay Policy in respect of the pay for all staff.

Clerking

The meeting of the Remuneration Committee should not be clerked by a member of the Committee or the Headteacher.

Membership

The Remuneration Committee shall consist of at least three named members of the Trust Board, none of whom shall be employees.

The Headteacher may attend all proceedings of the Remuneration Committee for the purposes of providing information and advice, but must withdraw when their own salary is being discussed.

Quorum

Three members of the Trust Board, designated as members of the committee.

Terms of Reference

- To determine the Pay Policy and Appraisal Policy for the trust and ensure that it is statutorily compliant;
- To review the Pay Policy annually.
- To advise the Trust Board on current and future pay levels, including pay ranges and allowances and the budgetary implications;
- To review the staffing structures with specific reference to pay relativities of posts in the structure; to consider any proposals from the CEO/Headteachers for changes to structures and to consider the outcome of consultations on new structures before recommending to the board for adoption.
- To ratify appropriate salary ranges and starting salaries for Lead Practitioners, and member of the leadership group;
- To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made on the Appraisal review statement, in accordance with the approved pay policy. The committee will ensure that pay decisions are fair and equitable.
- To approve applications to be paid on the Upper Pay Range
- To approve annual pay progress for the Headteacher (by 31 December at the latest), taking account of the recommendation made by the Headteacher's Appraisal Review Panel, following the annual review.
- To determine the application of national inflationary increases as required;
- To monitor and report to the Trust Board on the annual pattern of appraisal pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.
- To ensure that the policy is applied equitably and consistently for all staff.
- To ensure that external advice is taken where appropriate, particularly in matters relating to the Headteacher
- To ensure through link arrangements with Local Governing bodies, that up to date job descriptions/profiles and person specifications are maintained within the trust and its schools.

- To receive annual confirmation from the Trust Business and Development manager that annual pay statements have been issued to all staff.
- To provide a report to the Trust Board following each meeting of the committee summarising pay decisions and issues arising.

TERMS OF REFERENCE REMUNERATION APPEALS COMMITTEE

Delegation of Function

The Chair of the Trust board shall establish a Remuneration Appeals Committee to deal with all appeals against pay decisions.

Clerking

The meeting of the Remuneration Appeals Committee should be minuted.

Membership

The Remuneration Appeals Committee shall consist of at least three named members of the Trust board, none of whom shall be employees or members of the Remuneration Committee.

The Headteacher may attend all proceedings of the Remuneration Appeals Committee for the purpose of providing information and advice (except where the appeal is in respect of his/her own salary, where s/he will attend for the purposes of making his/her case).

Quorum

Three members of the Committee

Terms of Reference

- To determine formal appeals against pay determinations in accordance with the Appeals Procedure set out in the Pay Policy.

APPENDIX B REMUNERATION APPEALS MEETING PROCEDURE

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Remuneration 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
 - Remuneration Appeals Committee to ask questions
3. School to respond

This may include calling on the Appraisal Reviewer and/or a member of the Remuneration 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
 - Remuneration Appeals Committee to ask questions
4. Employee or representative to make closing statement
5. Both parties withdraw to allow Remuneration 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.

APPENDIX C: APPRAISAL 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 Trust 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 Trust 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 pupils 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 appraisal review.

A successful appraisal review involves a process of:-

- a. Appraisal objectives, linked to school improvement priorities, pupils outcomes raising levels of achievement and attainment, leaderships and management skills and competencies, personal development ;
- b. Appraisal against the teaching standards including observed practice;
- c. Appraisal against any other relevant Standards (eg the Headteacher Standards)
- d. Other evidence, including of professional development/growth.

APPENDIX D: DECISIONS DELEGATED TO THE CEO FOR SUBSEQUENT REPORT TO THE REMUNERATION COMMITTEE

Where not specified otherwise in the Pay Policy, the following decisions may be taken under delegation by the CEO, in consultation with Headteachers within the trust.

- Individual salary ranges and starting salaries for all teachers (excluding those on leadership scales) and all support staff (excluding those at managerial level working across the trust (e.g. Business and Development Manager)
- All TLR allowances
- All Special needs allowances
- Payments for out of school activities
- Provision of services to other schools outside of the Trust (excluding any services provided by the CEO, Directors or Headteachers)
- Recruitment and retention payments
- Acting arrangements and additional responsibilities
- Additional hours

The CEO will be responsible for ensuring that all such decisions are fair and equitable across the trust and its schools and for ensuring that the financial consequences can be met within the approved budget.

The CEO will schedule all decisions taken under delegated powers for report to the next Remuneration committee to enable that committee to fulfil its responsibility in respect of the oversight of fairness and equality across the trust.

The CEO may delegate these functions to individual headteachers, who must report any decisions taken back to the CEO to inform the Board.