



PAY POLICY

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THIS POLICY WILL BE REVIEWED:	AUTUMN 2017
MEMBER OF STAFF WITH RESPONSIBILITY FOR REVIEW:	DIRECTOR OF HR

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Definitions:

- The term “Principal” also refers to any other title used to identify the Headteacher where appropriate.
- The term “Deputy” also refers to any other title used to identify Deputy Headteachers such as Vice.
- The term “employee” may refer to any member of the staff who is employed to work within the Trust.

1. INTRODUCTION

September 2016 Pay Award

- 1.1 The minimum and maximum of the pay ranges and allowances for the September 2016 pay award are set out in the STPC Document 2016.
- 1.2 Decisions about teachers’ pay progression must be linked to the Appraisal policy and are based on the criteria set out in the Trust’s Pay Policy.
- 1.3 The Trust will operate a Whole MAT Pay Policy as the ‘relevant body’, as defined in the STPC Document 2016, and for the pay arrangements agreed for all the support staff which will:
 - grade posts appropriately within the conditions of employment identified in the current STPC Document and the conditions of service for support staff employed by the Trust.
 - take into account pay relativities between posts within the teachers of the Trust and support staff of the Trust.
 - ensure that the annual appraisal of all teachers, including part time teachers, unqualified teachers, members of the leadership group, and the annual performance review of the Principal’s and CEO’s salary, is fairly and properly conducted as soon as possible and by 31st October 2017 at the latest; 31st December 2017 for the Principals, DCEOs and CEO.
 - where a pay determination leads or may lead to the start of a period of safeguarding, the Trust will give the required written statement of notification as soon as possible and no later than one month after the date of the determination.
 - ensure that discretion available under the STPC Document is exercised in a fair and equitable manner for determining the starting salary for all new teachers, for special education needs allowances, for Teaching and Learning Responsibilities payments, and for determining the salary ranges for Leading Practitioners and members of the Leadership Group, including the Principal.
 - give recognition to assigned increased responsibility for Teaching and Learning Responsibilities, whether for a permanent post, an acting period or temporary projects.
 - ensure that an appropriate evaluation process is used to determine the salary range for members of the support staff.
 - comply with the salary safeguarding arrangements in the current STPC Document.
- 1.4 This policy statement will be available to all the staff of the Trust.

2. DELEGATION OF DECISION MAKING

2.1 Principal

- 2.1.1 Except where otherwise stated, the Trust, will delegate the day to day management of the policy
 - For school staff to the Principal in consultation with the Chair of Governors. The Principal will report to the Local Governing Body those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPC Document and the pay provisions for support staff.

- For trust wide staff to the CEO in consultation with the Chair of the Trust Board. The CEO will report to the Trust Board those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPC Document and the pay provisions for support staff.
- 2.1.2 For school staff the Principal shall make annual recommendations on the salary of all staff to the appropriate committee of the Local Governing Board. The Trust will maintain a standardised approach to reviewing and agreeing pay recommendations.
- 2.1.3 For Trust wide staff the CEO shall make annual recommendations on the salary of all staff to the appropriate committee of the Trust Board.
- 2.1.3 The Trust requires that the Principal and CEO have regard to the budgets approved by the Governing Body or Trust and the requirements of employment legislation, particularly The Equality Act 2010, The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, as well as The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

The Trust expects the Principals and CEO to seek advice where appropriate from persons engaged by the Trust to provide such advice.

Quality assurance will be undertaken to ensure fair and consistent application of the pay policy across the Trust.

2.2 An appropriate committee structure

- 2.2.1 The Trust will delegate to a committee of governors or in the case of Trust wide staff a committee of trustees, hereafter referred to as the "**Review Committee**", decisions arising out of this policy and/or the appraisal policy. The number of governors or trustees on the committee shall normally be 5 of which at least 3 governors or trustees shall sit in rotation. No member of the review appeals committee, referred to below, will be a member of the Review Committee. No governor or trustee who is employed by the Trust may be a member of the Review Committee or the review appeals committee.
- 2.2.2 The Trust will delegate to a committee of governors/trustees, hereafter referred to as the '**Review Appeal Committee**', any appeals by individual members of staff against decisions of the Review Committee in 2.2.1 arising out of this policy or the appraisal policy. The number of trustees on the committee shall normally be 5 of which at least 3 trustees shall sit in rotation. Any appeal will be dealt with before a final decision is reported to the Trust.
- 2.2.3 Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the Governing Body (or by the Clerk to the Trust where appropriate). Such meetings will normally be arranged within 20 working days of the date the Employee requests the meeting, and 5 working days' notice of the date and time of the meeting will be given.

Those entitled to attend meetings of these Committees are outlined in Annex A and B.

2.3 Review of recommendations to, or decisions of, the Review Committee

- 2.3.1 Prior to making a recommendation to the Review Committee regarding the salary outcome following the Performance Management Review, the Principal (or Chair of the Appraisal Review panel in the case of the Principal/CEO) will

inform the Employee of the recommendation they intend to make to the Review Committee, and the date the Review Committee will be considering the recommendation.

- 2.3.2 If the Employee does not agree with the recommendation to be made, then s/he may provide a written statement to the Clerk of the Governing Body which will be provided to the Review Committee when they consider the recommendation.

The statement provided by the Employee must indicate the reason(s) why they disagree with the recommendation, and must fall within one or more of the following :-

That the recommendation:

- incorrectly applied any provision of the appropriate salary and/or appraisal policy;
- in the case of a teacher, failed to have proper regard for statutory/contractual guidance of the STPC Document 2016;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the employee.

The Employee will have a minimum of 5 working days notice between the date they are informed of the recommendation and the date of the meeting of the Review Committee to provide this written statement. The Clerk of the Governing Body will provide the Principal (or Chair of the Appraisal Review panel in the case of the Principal, DCEO or CEO) with a copy of the written statement submitted by the Employee prior to the meeting of the Review Committee.

- 2.3.3 The Employee will be notified in writing of the decision made by the Review Committee and their right to meet with that committee should they be dissatisfied with the outcome.

The decision of the Review Committee will be provided in writing to the employee. The employee will be advised of the right of appeal against the decision of the Review Committee to the Review Appeal Committee (paragraph 2.4 below).

- 2.3.4 The procedure to be followed for the review hearing is attached at Annex A of this policy.

2.4 **Appeals against Salary or Appraisal Decisions**

The employee may appeal against the decision of the Review Committee within 5 working days of receipt of the determination by notifying the Clerk to the Trust in writing of the appeal and the reasons for it, which will be for one or more reasons outlined in paragraph 2.3.2 above). The decision of the Review Appeal Committee delegated to deal with appeals shall be final. Once any appeal has been resolved the final decisions regarding the assessment of salaries or performance management of staff shall be reported to the Trust.

- 2.4.1 The procedure to be followed for the appeal is attached at Annex B of this policy

2.5 **Teacher Threshold Application**

- 2.5.1 If an employee believes that they meet the criteria for progression and would like to be considered then they need to write to the Principal by 30 September indicating their interest. Their appraiser will then be informed and will assess against the relevant criteria and also ensure that the employee is aware of the expectations required from an UPS teacher.

A successful applicant will progress to the bottom point on the Upper Pay Range determined by the Principal from 1 September.

A successful applicant will have demonstrated through the appraisal process:-

- that as a teacher s/he is highly competent in all elements of the relevant standards; and
- that his/her achievements and contributions are substantial and sustained

(See ANNEX C for the Trust's definition of "highly competent" and "substantial and sustained".)

2.5.2 The Principal shall inform the teacher of the recommendation regarding threshold application to be made to the Review Committee as soon as possible after the closing date has passed. The Principal shall provide oral feedback on the relevant criteria indicated, or in the case of unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development.

2.5.3 The process followed where the employee does not agree with the recommendations is as outlined in paragraph 2.3.2 to 2.4

2.5.4 Upper pay range decisions will only apply to posts under the employment of the Trust.

2.5.5 The Trust will consider evidence from previous employers where appropriate and when provided by the employee.

2.6 **Statement of Salary**

2.6.1 Salary assessment forms will be issued to confirm salary arrangements.

2.7 **The Chair of Governing Body/Trust**

2.7.1 The Chair of the Governing Body (The Chair of the Trust for the CEO) will be available to the Principal for consultation on those matters of this policy delegated to the Principal. In this instance the Chair of the Governing Body/Chair of the Trust may not be a member of Review Committee or Review Appeal Committee.

3. **EXERCISE OF DISCRETION UNDER THE STPC DOCUMENT**

3.1 **Starting salary of new classroom teacher appointments.**

3.1.1 When advertising a teaching post the Trust or delegated committee will identify the range of salaries the Trust is prepared to pay subject to qualifications and experience. The Trust will not normally agree to match the salary on which the applicant is/was paid in his/her last school without first considering the merits of the application and its relationship to the salary of teachers employed by the Trust.

Where the Principal or selection panel regards a teacher has relevant teaching experience, or non-teaching experience which is directly relevant to the post being offered then an appropriate salary will be offered within the advertised range.

3.1.2 The Principal will provide a staffing statement for the appropriate committee of the Local Governing Body of salary awards.

3.2 Calculation of Part Time Teachers' salaries

- 3.2.1 The Trust will ensure that all part time teachers employed by the Trust will have their salaries calculated in accordance with the STPC Document and the "pro rata principle" except where a part time teacher is awarded a TLR3.
- 3.2.2 The Trust will ensure that the total amount of time for which a part time teacher may be directed by the Principal is calculated in accordance with the STPC Document and the "pro rata principle".
- 3.2.3 All part time teachers will be advised of the way in which their salary and directed time are calculated.

3.3 Recruitment/Retention Incentives

- 3.3.1 The policy adopted by the Trust is set out as Annex D of this policy, in accordance with paragraph 27 of the STPC Document.

3.4 Staffing Structure

- 3.4.1 The Principal will annually recommend to the Local Governing Body a staffing structure for the school that:
- takes account of any financial limits determined by the Trust or its delegated committee;
 - identifies the posts to which allowances will be allocated for permanent Teaching and Learning Responsibilities (TLR) in accordance with the requirements of the STPC Document;
 - will determine the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short term payment will be provided to the appropriate committee of the Trust. A TLR3 paid to a part time teacher will be paid in full without reference to the "pro rata principle".
 - identifies the level of allowance to be allocated to each permanent TLR post between the minimum and maximum limits set out for each TLR in the STPC Document, and the different levels that may be paid within each TLR in the attached staffing structure in accordance with the STPC Document;
 - identifies the level of salary to be allocated to any Leading Practitioner posts together with the salary ranges to be assigned to each post;
 - identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post;
 - identifies the staffing structure for support staff posts together with the evaluated salary range assigned to each post.
 - That sets broader parameters to allow some flexibility during the academic year as posts become vacant for the Principal to maximise the utilisation of the structure.

The CEO will annually recommend to the Trust Board a staffing structure for the Trust wide staff.

The staffing structure and pay ranges approved by the Trust shall be published with this pay policy.

- 3.4.2 In the event that the recommendation contains changes in the staffing structure that effect existing members of staff's terms and conditions recognised trade unions will be informed and consulted before the final salary structure is published.

3.5 Awards for performance progression to teachers paid on the main pay range, the Upper Pay Range or unqualified teachers' pay range
(Pay progression will be linked to assessment of performance only as assessed under the appraisal policy).

- 3.5.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider written recommendations from the Principal that a teacher be paid a higher salary on the classroom teachers' main pay range determined by the Trust, or the Upper Pay Range, depending on which range the teacher is currently paid. The Principal will also provide written reasons why any teacher should not progress on either range.
- 3.5.2 Any recommendations for progression to a higher salary made by the Principal shall be in respect of the teacher's performance during the previous year across all aspects of the teacher's professional duties as measured against his/her performance review under the Trust's Appraisal policy, with particular reference to the achievement of objectives and classroom performance. In the case of teachers beyond the threshold the Principal will also have regard to the teacher's overall contribution to the school.
- 3.5.3 Before the Principal decides whether or not to make a written recommendation to the Review Committee, the Trust will expect that the Principal will have had due regard for the Trust's criteria for determining whether or not a teacher shall progress as set out in Annex E of this policy.
- 3.5.4 Recommendations for increases in pay will be differentiated such that the amount of any increase is clearly attributable to the performance of each teacher.
- 3.5.5 A teacher on the main pay range whose performance meets the criteria set out in Annex E could reasonably expect to reach the maximum of the range in about five years. The Principal may recommend that there will be no progression on the range in a given year where the outcome of the appraisal of the teacher does not warrant progression. A newly qualified teacher who achieves the required standards at the end of his/her induction will normally progress to the second point on the main pay range from the following September in accordance to paragraph 2.3.
- 3.5.6 Where a teacher has been absent through long term illness or on maternity leave (or other long term leave) the Principal will ensure that the requirements of the STPC Document are complied with by ensuring that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to the school the Principal will conduct a review at such time following the teacher's return to the school to enable a proper and reasonable assessment to be made and in the event that the Principal's recommendation is to pay the teacher on a higher salary on the appropriate pay range the award may be back dated to the appropriate date on which the award would normally have been paid.

4. LEADING PRACTITIONER POSTS

- 4.1 The Local Governing Body may decide to include a Leading Practitioner post or posts in the staffing structure where it receives a recommendation from the Principal to consider such a post.
- 4.2 Where a Leading Practitioner is appointed the Local Governing Body shall select an individual post range on the pay range designated for Leading Practitioners.
- 4.3 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Principal that any Leading Practitioner be paid a

higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Annex F of this policy.

5. THE LEADERSHIP GROUP (See Annex G)

5.1 Deputy and Assistant Principals

5.1.1 The Trust, following consideration of the relevant criteria set out in the STPC Document, will determine the individual range for a newly appointed Deputy Principal or Assistant Principal's salary.

5.1.2 At the time of appointing a new Deputy Principal or Assistant Principal the selection panel of the Trust making the new appointment shall determine the salary point on the individual range to be paid. The selection panel shall have regard to advice available from persons engaged by the Trust.

5.2 Awards for performance to Deputy and Assistant Heads

5.2.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the Review Committee will consider recommendations from the Principal that any Deputy or Assistant Principal be paid additional points subject to the maximum of the individual range. The Trust expects that the objectives which were set for a Deputy or Assistant Principal under the appraisal policy will have become progressively more challenging as the teacher has gained experience in his/her current role.

5.2.2 Where it considers it has substantial difficulties in retaining the services of a current Deputy or Assistant Principal the Local Governing Body may decide to change the salary range of a Deputy or Assistant Principal in accordance with the STPC Document in order to retain his/her services. Only in exceptional circumstances may the Deputy or Assistant Principal's range overlap the Principal's pay range.

6. ANNUAL ASSESSMENT OF THE SALARY OF TEACHERS

6.1 Annual assessments

6.1.1 On or before 1st September of each year, or as soon as possible thereafter, the Principal will carry out an annual assessment of salary for each teacher, including Deputy and Assistant Principals, Leading Practitioners and unqualified teachers employed in the school.

6.1.2 The Review Committee will receive pay recommendations from the Principal by 31 October of the current year and awards will be backdated to 1 September of the current year.

7. DETERMINATION OF LEADERSHIP GROUP SALARIES (see Annex G)

7.1 Group of the Schools; Individual Principal Range (HTPR) and salary ranges for other members of the leadership group

7.1.1 For the purposes of determining the group of the schools by which the HTPR for the Principal is identified, the Local Governing Body will re-calculate annually the appropriate unit total of the school and make a recommendation to the CEO if appropriate.

7.1.2 The Trust will assign the school to the appropriate Headteacher Group (HTG) whenever a new Principal is to be appointed and on such occasions as the

Trust sees fit. The Principal may make representations to the Review Committee to consider assigning the school to a new HTG.

- 7.1.3 If the Trust changes the group of the school having re-calculated the unit total of the school the Trust will identify a HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG.
- 7.1.4 The HTPR of the school shall be a range of consecutive salary points selected by the Trust within the HTG range for the school.
- 7.1.5 The Recruitment Selection Committee, set up to appoint a new Principal, shall determine the salary point on the HTPR (Headteacher Range) to be paid. The selection committee will ensure that there is room for salary progression to be determined by subsequent performance. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Trust.
- 7.1.6 In the event that the Trust agrees to the school's Principal also being made the Principal of another school on a permanent basis, the Principal's salary will be determined in accordance with STPC Document 2016 (paragraph 6.6).
- 7.1.7 Where such a decision is made then the Trust will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the safeguarding provisions will not apply.
- 7.1.8 The salary ranges for a Deputy or Assistant Principal shall be determined with reference to the school's HTPR as defined by the STPC Document.
- 7.1.9 The salary ranges for the CEO and DCEO shall be determined with reference to the size of the Trust, the responsibilities of the post and the market rate for similar roles within the educational sector.
- 7.1.10 The salary ranges for Central Leadership Support Staff shall be determined with reference to the size of the Trust, the responsibilities of the post and the market rate for similar roles within the educational sector.

7.2 Annual Review of the CEO, DCEO and Principals' salary

- 7.2.1 The performance review and review statement will be conducted in accordance with the Trust's Appraisal Policy.
- 7.2.1 In the autumn term of each year, the Review Committee will receive recommendations from the Appraisal Review panel (having consulted the Line Manager, if s/he is not part of the Appraisal Review panel) about the salary. The recommendation shall reflect the Appraisal Review panel's views based on the outcomes of the annual performance review and the Line Manager's view of the overall performance during the year. Any recommendation for movement up the HTPR or scale, on which the CEO, DCEO or Principal is currently paid, will identify the recommended number of progressed points proposed. The CEO, DCEO or Principal will be advised of the proposed recommendation and may make a written response to the recommendation.
- 7.2.2 The recommendation will be made in a written statement to the Review Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September. This will either be at the current point on the HTPR/Scale or point(s) higher, subject to the maximum of the HTPR/Scale, or any additional payments as identified in the STPC Document, paragraph 10. The Review Committee (HR Committee for the CEO) will consider the recommendation together with any written response to the recommendation and make its decision known to the CEO, DCEO or Principal in writing on the salary assessment form by 31st December at the

latest, to be backdated to 1st September. The CEO, DCEO or Principal will not be entitled to attend the meeting of the Review Committee.

- 7.2.3 If the DCEO or Principal wishes to seek a review of the decision of the Review Committee regarding his/her pay, s/he may do so in accordance with the procedure set out in paragraph 2.3 of this policy. There will be a right of appeal against the decision of the Review Committee in accordance with the procedure set out in paragraph 2.4 of this policy.

7.3 Determination of Discretionary payments to Principals

- 7.3.1 The Trust may decide to pay additional payments to the CEO, DCEO and Principal in accordance with paragraphs 10 of the STPC Document.
- 7.3.2 Where a decision is made to increase the Principal's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 7.2.4 above, the total sum of all payments made to the Principal referred to in 7.3.1 will not exceed 25 per cent of the maximum of the HTG, except in exceptional circumstances, which will be approved by the Trust.
- 7.3.3 In the event that it is considered there are wholly exceptional circumstances which make it necessary to exercise the provision set out in 7.3.2 above then the Trust will take external independent advice in accordance with paragraph 9.3 of the STPC Document 2016 before agreeing to such a decision.

7.4 Acting allowances

- 7.4.1 If, during any absence of the CEO, DCEO, Principal, Deputy or Assistant Principal or a TLR post holder, the acting appointment is made and maintained for a period then the Trust will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 7.4.1 above. If no allowance is paid the Trust may reconsider the position at any time.
- 7.4.2 In the prolonged absence of the CEO, DCEO, Principal, a Deputy Principal, an Assistant Principal or a TLR post holder, the Trust may appoint a teacher to act up during the absence of the post holder. From the date that the Trust considers it necessary to make an acting appointment, the Trust will pay an allowance equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Trust on the HTPR for the Principal or the range of salaries for the Deputy or Assistant Principal or the level of TLR in question. The relevant conditions of service detailed within the STPC Document will apply to any person in receipt of such an acting allowance.

8. ADDITIONAL PAYMENTS FOR TEACHING STAFF

- 8.1 In the event that the Principal requests teachers to undertake significant additional duties that are exceptional then additional payments may be made to teachers agreeing to participate in such activities, dependent on the activities undertaken, the schools budget and the needs of the Trust.

9. UNQUALIFIED TEACHERS

- 9.1 The Trust may employ unqualified teachers/instructors in the schools. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPC Document.
- 9.2 The point on the Trust's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPC Document, at which a new appointment will be paid, will be determined by the Principal, in consultation with the Chair of the Local Governing Board, and will take account of the qualifications and experience considered to be relevant to the post to which the person is appointed.
- 9.3 In addition to the appropriate point on the unqualified teachers' pay range the Principal, in consultation with the Chair of the Local Governing Board, may award an additional annual allowance in accordance with paragraph 22 of the STPC Document to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility or who s/he believes has additional qualifications and/or experience to warrant such an award (annex H).
- The Principal will report any award of such an allowance to the Review Committee of the Trust.
- 9.4 The same arrangements for salary progression for teachers will also apply to unqualified teachers.
- 9.5 The same safeguarding arrangements will apply to an unqualified teacher as to other teachers, i.e. if as a result of changes to the STPC Document, the Trust's pay policy or staffing structure of the schools an unqualified teacher would be paid a lower salary his/her salary will be protected for a period up to 3 years from the date of the change subject to the provisions of the STPC Document.

10. SALARIES OF CENTRAL LEADERSHIP SUPPORT STAFF (see Annex I)

- 10.1 On appointing a member of the Central Leadership Support Staff the salary range shall be determined with reference to the size of the Trust, the responsibilities of the post, the market rate for similar roles within the educational sector and equivalent roles within the Trust..
- 10.2 The CEO in consultation with the Chair of the Trust Board, will determine the appropriate point on the range having regard to:
- i) relevant qualifications and/or competencies; and
 - ii) recruitment/retention needs of the Trust in respect of the post
- The decision of the CEO will be reported to the HR Committee.
- 10.3 At the time of the annual incrementation of support salaries referred to in paragraph 10 of this policy, the Review Committee will consider written recommendations from the CEO that Central Leadership Support Staff should be paid a higher salary on the pay

range determined by the Trust. The CEO will also provide written reasons why any teacher should not progress on either range.

- 3.1 Any recommendations for progression to a higher salary made by the CEO shall be in respect of the employee's performance during the previous year across all aspects of their professional duties as measured against his/her performance review under the Trust's Appraisal policy, with particular reference to and regard to the overall contribution to the Trust.
- 3.2 Before the CEO decides whether or not to make a written recommendation to the Review Committee, the Trust will expect that the CEO will have had due regard for the Trust's criteria for determining whether or not a member of the Central Leadership Support Staff shall progress as set out in Annex I of this policy.
- 3.3 Where a member of support staff has been absent through long term illness or on maternity leave (or other long term leave) the CEO will ensure that reasonable measures are adopted to ensure a fair process. In the event that a review cannot be conducted until the employee returns to the Trust the CEO will conduct a review at such time following the employee's return to the school to enable a proper and reasonable assessment to be made and in the event that the CEO's recommendation is to pay the employee on a higher salary on the appropriate pay range the award may be back dated to the appropriate date on which the award would normally have been paid.

11. SALARIES OF SUPPORT STAFF

- 11.1 On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be benchmarked against similar roles within the Trust and may be evaluated by the appropriate scheme. Advice will be sought from persons engaged by the Trust to advise on an appropriate evaluation process.
- 11.2 The Principal, in consultation with the Chair of the Local Governing Body, will determine the appropriate point on the evaluated range having regard to:
 - i) relevant qualifications and/or competencies; and
 - ii) recruitment/retention needs of the schools in respect of the postThe decision of the Principal will be reported to the Review Committee.
- 11.3 Support staff (other than Central Leadership Support Staff) will automatically annually increment up their range on 1 April unless concerns regarding performance have been raised as part of the appraisal process. If performance concerns have been raised incrementation may be withheld until such point the concerns have been addressed and rectified.
- 11.4 By 31 May support staff will receive a salary assessment form which will give information on each relevant aspect of salary on which the Trust has discretion under this policy.
- 11.5 If at any time the Principal, in consultation with the Chair of the Local Governing Body, considers that a member of the support staff is being asked to undertake, or has undertaken, increased or decreased responsibilities on a permanent basis, s/he shall refer the job description of the post, with the new responsibilities, to be evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by the Principal and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid. In the event that the evaluation provides for a lower salary the employee will be entitled to salary safeguarding for a period in accordance the Trust's policy. The new salary level will be reported to the Review Committee at its next meeting.

- 11.6 At the time of making the annual assessment of the teachers' salaries the Principal (or CEO for Trust wide staff) may also make any recommendation to the Review Committee in respect of the salary of any member of the support staff. Where the Principal (or CEO for Trust wide staff) considers it appropriate s/he may recommend to the Review Committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of his/her performance during the previous year. The honorarium may either be paid as a lump sum payment at the next salary payment after the Review Committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 11.7 If any member of the support staff wishes to appeal against his/her salary level s/he may ask for a re-evaluation of the job description of the post to be undertaken. In the event that a member of the support staff decides to appeal against a decision of the Review Committee under paragraph 2.4 above, then s/he shall enter a formal written statement of appeal. The appeal shall be heard by the Review Appeal Committee referred to in paragraph 2.2.2 above.

12. SALARY SACRIFICE SCHEME

- 12.1 The Trust will support and encourage any salary sacrifice scheme as identified in the STPC Document and made available by the Trust, from which teachers or support staff employed by the Trust benefit where there is no additional cost to the Trust's budget.**

13. REVIEW OF THE POLICY

- 13.1 The Trust will review this policy annually or on any occasion when it is requested to do so by the CEO.
- 13.2 The Trust will consult with the staff and the recognised trade unions at the time of the annual or any other review of the policy.

** *Pay Bodies should be aware that there will be a cost when an employee in receipt of child care vouchers is on maternity leave and is no longer receiving contractual pay.*

ANNEX A PROCEDURE FOR A REVIEW OF A SALARY OR A PERFORMANCE MANAGEMENT DECISION BY THE REVIEW COMMITTEE OF THE TRUST

1. Case for the employee

The employee is entitled to be accompanied by a representative of his/her trade union or a workplace colleague

The employee or representative:

- a) presents the employee's written application for the review.
- b) the members of the Review Committee may ask questions of the employee

2. The Chair of the Review Committee:

- a) explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the employee.
- b) If the Review Committee has asked the Principal (or a governor as referred to in Note 3 below) to be present at the hearing the Principal (or governor) may be asked questions by the members of the Review Committee, and the employee or representative.

3. Summing up and withdrawal

- a) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- b) all persons other than the members of the Review Committee and the adviser (See Note 5 below), are then required to withdraw.

4. Review Committee decision

- a) The Review Committee and the person who is advising, if other than the Principal or a governor, are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve both parties.
- b) The chair of the Review Committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

- Notes:*
1. *For the purposes of the review, the Review Committee and the employee will have the following documents:-*
 - *the written statement of reasons for the recommendation/decision previously provided to the employee*
 - *the written statement of reasons for the application for the review from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).*
 - *any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
 2. *For the purposes of the review, the Review Committee may ask the Principal (or in accordance with note 3 below, CEO, DCEO, a governor or trustee) to be present. In that event the Principal (or governor/trustee) may also be asked questions by the members of the Review Committee and by the employee or his/her representative. The Principal (or governor/trustee) may not be involved in the decision of the Review Committee.*
 3. *Where the Principal has asked for the review, the Review Committee may ask the CEO/DCEO or a representative of the governors from the Appraisal panel to be present.*
 4. *Where the CEO has asked for the review, the Review Committee may ask for the Chair of the Trust Board or a representative from the Appraisal panel to be present.*
 4. *The Review Committee may have an adviser present.*
 5. *The review is not an appeal against the recommendation/decision.*
 6. *Where a teacher is seeking a review against a recommendation about the Threshold Application or an appraisal decision of the Principal/DCEO/CEO, the same procedure will be used with the Principal/DCEO/CEO taking the role of the Review Committee. The Principal/DCEO/CEO may have an adviser present, who may not be an employee of the Trust.*

**ANNEX B PROCEDURE FOR AN APPEAL AGAINST A SALARY OR PERFORMANCE
MANAGEMENT DECISION TO THE REVIEW APPEAL COMMITTEE**

1. The Appeal of the employee

The employee is entitled to be accompanied by a representative of his/her trade union or a workplace colleague

The employee or representative:

- a) introduces the employee's written reasons for the appeal and the representative of the Review Committee and then members of the Review Appeal Committee may ask questions of the employee.
- b) may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give, and each witness may be asked questions by the representative of the Review Committee and then by the Review Appeal Committee.

2. The response of the Review Committee

The representative of the Review Committee:

- a) explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Review Committee previously provided to the employee, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the Review Committee.
- b) may call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the employee or his/her representative and then by the Review Appeal Committee

3. Summing up and withdrawal

- a) the representative of the Review Committee has the opportunity to sum up if s/he so wishes.
- b) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- c) all persons other than the Review Appeal Committee and its adviser (see note 4 below) are then required to withdraw.

4. Review Appeal Committee decision

- a) the Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
- b) the Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing.

- Notes:
- 1. *For the purposes of the appeal, the Review Appeal Committee will have the following documents:-*
 - *the written statement of reasons for the Review Committee decision previously provided to the employee*
 - *the written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).*
 - *any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
 - 2. *For the purposes of the appeal, the Review Committee representative may call the Principal (or in accordance with note 3 below, CEO/DCEO or a governor or a trustee) as a witness for the Review Committee. In that event the Principal (or CEO/DCEO, governor or trustee) may be questioned as a witness.*

3. *Where the Principal has asked for the review the representative of the Review Committee may call the CEO/DCEO and/or one of the governors from the appraisal panel as a witness.*
4. *Where the CEO has asked for the review the representative of the Review Committee may call the Chair of the Trust and/or one of the Trustees from the appraisal panel as a witness.*
5. *The Review Appeal Committee may appoint an adviser who may not be an employee of the Trust.*
6. *Where a teacher is appealing against a determination of the Threshold Application or an appraisal decision the same procedure will be used with the Principal taking the role of the representative of the Review Committee. The Review Appeal Committee may have an adviser present who may not be an employee of the Trust.*

ANNEX C

ACCESS TO THE TEACHERS' UPPER PAY RANGE

If a teacher wishes to access the Upper Pay Range then a written indication must be submitted to the Principal of the school by 30 September. The information will then be provided to the appraiser who will discuss the expectations with the teacher and assess accordingly. The Principal may request a meeting with the applicant should there be any queries regarding the information that is subsequently presented by the appraiser. The Trust will not be bound by any pay decisions made by other schools.

A successful applicant will have demonstrated that as a teacher s/he is highly competent in all elements of the relevant standards and that his/her achievements and contributions to the school are substantial and sustained. The relevant standards which the UPS teachers are expected to reach are in the school's UPS standards and exemplifications can be found in the Appraisal Policy.

For the purpose of this policy

“Highly competent” is defined as performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice.

“Substantial” is defined as of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of student standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve students' learning)

“Sustained” is defined as maintained continuously over a minimum of two school years.

The Principal will assess all applications robustly, transparently and equitably. The Principal shall inform the teacher of the recommendation that will be made to the Review Committee as soon as possible after the appraisal process. Any comments or responses from the teacher will be reported to the Review Committee.

Once the Review Committee has made its decision the teacher shall be given a salary assessment form indicating his/her salary position following the outcome. The Principal shall provide oral feedback on the relevant criteria, or in the case of unsuccessful applicants, in writing. Feedback shall also include advice on aspects of performance that would benefit from further development.

A successful applicant will progress to the minimum point of the Upper Pay Range where it is expected that the level of performance assessed will be at least sustained. Further progression on the Upper Pay Range will be dependent on additional evidence that the applicant has developed further and taken on further responsibilities across the school.

The Trust may consider evidence of performance from other schools where this falls within the two year period prior to applying to be considered to move on to or up the Upper Pay Range.

ANNEX D

RECRUITMENT AND RETENTION ALLOWANCES, MARKET PREMIUMS OR BENEFITS

An award of a recruitment or retention allowance may be made to a teacher; or a special responsibility award or special qualifications award may be made to an unqualified teacher. All awards will be informed to the Review Committee. Allowances will be awarded only in exceptional circumstances and will be reviewed on a regular basis as to whether the allowance is still necessary, taking into account current market conditions, the financial circumstances of the school and Trust and the initial justifications for the allowance.

Allowances such as recruitment, retention and market premiums will be considered as a method of attracting and retaining outstanding teachers and support staff where the Trust would be adversely affected by not recruiting or retaining. These will always be temporary allowances and will be subject to regular review.

The decision to award an allowance will be communicated to the employee in writing stating the start date, end date and the reasons for the allowance.

ANNEX E

THE SALARY POINTS AND PROGRESSION ON THE MAIN, UPPER AND UNQUALIFIED TEACHER PAY RANGES

THE MAIN PAY RANGE FOR 2016

The salary points for the Main Pay Range 2016 are set out below.

M1	£22,467.00
M2	£24,243.00
M3	£26,192.00
M4	£28,207.00
M5	£30,430.00
M6	£32,835.00

THE UPPER PAY RANGE FOR 2016

The salary points for the Upper Pay Range 2016 are set out below:

U1	£35,571.00
U2	£36,889.00
U3	£38,250.00

THE UNQUALIFIED PAY RANGE FOR 2016

The salary points for the Upper Pay Range 2016 are set out below:

UQT1	£16,461.00
UQT2	£18,376.00
UQT3	£20,289.00
UQT4	£22,204.00
UQT5	£24,120.00
UQT6	£26,034.00

Teachers on the Main Pay Range, Upper and Unqualified Pay range will have their salary reviewed annually in accordance with the Appraisal Policy and paragraph 6 of the Pay Policy.

To move up the Main Pay Range or the Unqualified Pay Range the teacher will have to have made good progress towards their objectives, have shown they are competent in all elements of the Teacher Standards and teaching should be at least good as assessed by leaders trained and delegated to reach conclusions about the quality of teaching and learning and wider performance against the agreed criteria.

The following criteria will be taken into account when making a judgement:

Impact on student progress

Outcome of lesson observations and other quality assurance processes over the course of the academic year

Performance management targets and how successful these have been met

Competency in all elements of the Teachers' Standards as exemplified by the Trust. For teachers applying to, and moving along, the Upper Pay Scale, there is also a requirement to demonstrate competency across the school's UPS standards.

Contribution to whole school development including for example helping formulate policy, leadership of CPD, coaching and mentoring and involvement in research projects.

Wider outcome for students and colleagues including for example, participation in extra-curriculum events, leadership of clubs and groups, contribution to staff development and wellbeing.

To progress onto and move up the Upper Pay Range teachers need to demonstrate that they have met a high level of competency in relation to the Teachers' Standards that their achievement and contribution is substantial and sustained and that they are achieving and developing as professionals as required by the school's UPS standards and exemplification. Whilst performance will be reviewed annually in line with the Trust's Appraisal Policy, the school would normally expect the completion of two successive successful appraisal reviews before progression on the Upper Pay Range is awarded, to demonstrate performance is sustained.

Taking into account all of the criteria and any external factors, a best fit judgement will be made by the Principal (or those delegated to do so) as to a teacher's overall performance. The assessment will be quality assured by the Deputy Principal. Progression will usually be by one point each academic year. Teachers on the main scale demonstrating exceptional performance may be awarded progression up to two points on the scale, this will be determined by progress significantly above expected, evidence of consistently outstanding teaching and meeting all performance management targets as well as demonstrating that they are competent in all elements of the Teachers' Standards.

Final decision about whether or not to accept a pay recommendation will be made by the Local Governing Body having regard to the appraisal report and taking into account advice from the Principal. The Local Governing Body will consider its approach with regard of the school's budget and where possible will ensure that appropriate funding is allocated for pay progression at all levels.

ANNEX F

TEACHERS: THE APPOINTMENT OF LEADING PRACTITIONERS

Leading Practitioners will be appointed on 5 point range on the following points, dependent on the specific requirements of the post:

L01	£38,934.00
L02	£39,960.00
L03	£40,958.00
L04	£41,979.00
L05	£43,023.00
L06	£44,102.00
L07	£45,290.00
L08	£46,335.00
L09	£47,492.00
L10	£48,711.00
L11	£49,976.00
L12	£51,128.00

A Leading Practitioner role would include responsibilities in the modelling and leading of teaching skills within the Trust. These will include:

- Leading in the development and implementation of policies and practices in the school to contribute to school improvement
- The improvement of teaching within the Trust and within local schools which impact significantly on student progress
- Improving the effectiveness of staff and colleagues through coaching and mentoring

The specific requirements of the post may vary, but the core responsibilities will reference those included in STPCD description of the role of Lead Practitioners. Up to 20% of the Leading Practitioner's time will be spent on this aspect of their role (where there is any outreach work, any costs associated with the provision of this service will be invoiced and retained by the school/Trust).

The criteria for progression on the Leading Practitioner scale would be based on evidence that they:

- Have made good progress towards their appraisal targets
- Are an exemplar of teaching skills which impact significantly on student progress within the college and within the wider community, if relevant.
- Have made substantial impact on the effectiveness of staff colleagues including any specific elements of practice that have been highlighted as in need of improvement
- Are highly competent in all elements of the teachers standards
- Have shown strong leadership in developing and implementing and evaluating policies and practices in the workplace which contribute to the improvement of the college

Highly competent, substantial and sustained are defined in Annex C.

The Trust will consider its approach with regard given to the school's budget and where possible will ensure that appropriate funding is allocated for pay progression at all levels.

ANNEX G

SALARY RANGES AND ARRANGEMENTS FOR TEACHERS PAID ON THE LEADERSHIP GROUP RANGE

The salary points for the leadership ranges are set out below:

L10	£48,711.00	L34	£87,695.00
L11	£49,976.00	L35	£89,874.00
L12	£51,128.00	L36	£92,099.00
L13	£52,405.00	L37	£94,390.00
L14	£53,712.00	L38	£96,724.00
L15	£55,050.00	L39	£99,081.00
L16	£56,512.00	L40	£101,554.00
L17	£57,811.00	L41	£104,092.00
L18	£59,264.00	L42	£106,699.00
L19	£60,734.00	L43	£108,283.00
L20	£62,241.00	L44	£109,890.00
L21	£63,779.00	L45	£112,637.00
L22	£65,364.00	L46	£115,453.00
L23	£66,983.00	L46	£118,339.00
L24	£68,643.00	L47	£121,298.00
L25	£70,349.00	L48	£124,330.00
L26	£72,089.00	L49	£127,438.00
L27	£73,876.00	L50	£130,624.00
L28	£75,708.00	L51	£133,889.00
L29	£77,583.00	L52	£137,236.00
L30	£79,514.00	L53	£140,667.00
L31	£81,478.00	L54	£144,183.00
L32	£83,504.00	L55	£147,787.00
L33	£85,579.00	L56	£151,481.00

The Trust will determine the ISR range in accordance with the STPC Document.

The Trust has determined that the CEO, DCEO and Principals should be paid on a 7 point salary range. The Deputy and Assistant Principals shall be paid on a 5 point salary range and that the Deputy and Assistant Principals pay range shall not overlap with the Principals.

Newly appointments to any of the leadership's posts will usually be made on one of the bottom three points of the range.

Any allowances paid to the Principal will be made in accordance with the STPC Document.

Progression

The evidence that may be used in making decisions as to whether a member of the school leadership team should progress up their pay range include Ofsted reports, peer reviews, whole school progress, the views of students and parents, financial and operational management.

The judgement of performance will be made against the extent to individual has met their appraisal targets and the relevant standards, contributed to the whole school's objectives against the key performance indicators and the contribution they have made to improving:

- whole school progress and leadership of the school;
- contribution to systems and operational improvements
- wider outcomes for students across the school;
- effectiveness of teachers or other staff across the school;
- wider contribution to the work of the school

The evidence that may be used in making decisions as to whether a member of the Trust leadership team should progress up their pay range include Ofsted reports throughout the Trust, peer reviews, whole Trust progress, the views of the community, financial and operational management of the Trust.

The judgement of performance will be made against the extent to individual has met their appraisal targets and the relevant standards, contributed to the whole Trust objectives and the contribution they have made to improving:

- whole Trust progress and leadership of the development of the Trust;
- contribution to systems and operational improvement
- leading on innovative initiatives across to the Trust to improve student outcomes;
- leading on recruitment, retention and development of quality staff across the Trust;
- wider contribution to the work of the Trust

Members of the leadership team may be eligible to be incremented one point if they have made good progress towards achieving their objectives, are assessed as fully meeting the relevant standards and they can demonstrate that they have made effective contribution towards meeting the whole school or Trust objectives.

Members of the leadership team may be eligible to be incremented two points if they have exceeded their objectives, are assessed as fully meeting the relevant standards and they can demonstrate that they have made outstanding contribution towards meeting the whole school or Trust objectives.

The Trust will consider its approach with regard given to the budget and where possible will ensure that appropriate funding is allocated for pay progression at all levels.

Salary arrangements for the leadership group may be reviewed by the Trust during the year should circumstances change.

ANNEX H**TEACHERS: TLR AND UNQUALIFIED TEACHER ALLOWANCES**

The TLR structure for Bottisham Village College and Netherhall School and Sixth Form Centre is set out below:

TLR1	1	£7,697.00
TLR1	2	£9,381.00
TLR1	3	£11,141.00
TLR2	1	£2,640.00
TLR2	2	£4,399.00
TLR2	3	£6,450.00

The TLR structure for Sawston College is set out below:

TLR1	1	£7,622.00
TLR1	2	£9,381.00
TLR1	3	£11,141.00
TLR 1	4	£12,898.00
TLR2	1	£2,640.00
TLR2	2	£4,399.00
TLR2	3	£6,157.00

The TLR structure for Bassingbourn is set out below:

TLR1	1	£7,622.00
TLR1	4	£12,642.00
TLR2	1	£2,640.00
TLR2	2	£4,454.00
TLR2	3	£6,450.00

The Principal may award a TLR to a qualified teacher for undertaking a sustained additional teaching and learning responsibility which continues to deliver high-quality teaching and learning for which the teacher is accountable.

The Principal may award a fixed-term TLR3 to a classroom teacher for clearly time-limited school improvement projects or one-off externally driven responsibilities. The annual value of an individual TLR3 will be no less than £523.00 and no greater than £2,603.

A teacher cannot hold a TLR1 and a TLR2 concurrently but may hold a TLR1 or a TLR2 and hold a TLR3 concurrently

The Principal will report any award of such allowances to the Review Committee

Allowances Payable to Unqualified Teachers

The Principal may determine to award an additional allowance to an unqualified teacher who has:

- i) Taken on a sustained additional responsibility which:
 - a. Is focused on teaching and learning; and
 - b. Requires the exercise of a teacher's professional skills and judgment

Or
- ii) Qualifications or experience which bring added value to the role being undertaken

In making the determination as to whether to award an allowance the Principal will consider:

- a) The staffing structure within the college and the level of responsibility which is required for a TLR payment;
- b) The qualifications and experience in relation to the role and also the current employment market conditions;
- c) Whether the allowance should be for a temporary period and reviewed regularly to ensure it is still warranted;
- d) The school's budget.

The Principal will report any award of such allowances to the Review Committee

ANNEX I

SALARY RANGES AND ARRANGEMENTS FOR CENTRAL LEADERSHIP SUPPORT ROLES

The salary points for the leadership ranges are set out below:

S1	£34,538.00	L16	£56,512.00
S2	£35,444.00	L17	£57,811.00
S3	£36,379.00	L18	£59,264.00
S4	£37,306.00	L19	£60,734.00
S5	£38,237.00	L20	£62,241.00
L1	£38,984.00	L21	£63,779.00
L2	£39,960.00	L22	£65,364.00
L3	£40,958.00	L23	£66,983.00
L4	£41,979.00	L24	£68,643.00
L5	£43,023.00	L25	£70,349.00
L6	£44,102.00	L26	£72,089.00
L7	£45,290.00	L27	£73,876.00
L8	£46,335.00	L28	£75,708.00
L9	£47,492.00	L29	£77,583.00
L10	£48,711.00	L30	£79,514.00
L11	£49,976.00	L31	£81,478.00
L12	£51,128.00	L32	£83,504.00
L13	£52,405.00	L33	£85,579.00
L14	£53,712.00	L34	£87,695.00
L15	£55,050.00	L35	£89,874.00

The Trust has determined that the Central Leadership Support Roles should be paid on a 5 point salary range.

Newly appointments to any of the leadership's posts will usually be made on one of the bottom three points of the range.

Progression

Progression up the range will be based on performance and the judgement of that performance will be made against:

- i) Their appraisal targets
- ii) All aspects of their job description
- iii) Their contribution to the whole Trust objectives and the contribution they have made to improving:
 - o whole Trust progress and leadership of the development of the Trust;
 - o contribution to systems and operational improvement
 - o leading on innovative initiatives across to the Trust
 - o wider contribution to the work of the Trust

Members of the Central Support Staff Leadership team may be eligible to be incremented one point if they have made good progress towards achieving their objectives, are assessed as fully meeting their job description and they can demonstrate that they have made effective contribution towards meeting the whole Trust objectives.

Members of the leadership team may be eligible to be incremented two points if they have exceeded their objectives, are assessed as exceeded the expectation of their job description and they can demonstrate that they have made outstanding contribution towards meeting the Trust objectives.

The Trust will consider its approach with regard given to the budget and where possible will ensure that appropriate funding is allocated for pay progression at all levels.

Salary arrangements for the leadership group may be reviewed by the Trust during the year should circumstances change.