

The STAR MAT Pay Policy 2019

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1. Introduction

September 2019 Pay Award

- 1.1. The minimum and maximum of the pay ranges and allowances for the September 2019 pay award are set out in the STPCD 2019.
- 1.2. Decisions about teachers' pay progression must be linked to the Appraisal Policy and are based on criteria set out in the School's Pay Policy 2018/2019.
- 1.3. The STAR MAT will operate the Pay Policy as the 'relevant body', as defined in the STPCD, 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 STPCD and the conditions of service for support staff employed by the STAR MAT.
 - Take into account pay relativities between posts within the teachers of the STAR MAT and support staff of the STAR MAT.
 - Ensure that the annual appraisal of all teaching staff, including those absent from duty for any reason, is fairly and properly conducted in accordance with the STAR MAT Appraisal Policy as soon as possible, by 31 October 2019, at the latest; 31 December 2019, for the Headteacher.
 - Where a pay determination leads or may lead to the start of a period of safeguarding, the STAR MAT 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 STPCD is exercised in a fair and equitable manner.
 - Give recognition to assigned Teaching and Learning Responsibilities (TLR), whether for a permanent post, an acting period, or a temporary project (TLR3).
 - Comply with the salary safeguarding arrangements in the current STPCD.
 - Ensure that an appropriate evaluation process is used to determine the salary range for members of support staff.
- 1.4. This policy statement will be available to employees of the STAR MAT.

2. Delegation of Decision Making

Headteacher

- 2.1. Except where otherwise stated, the STAR MAT will delegate the day to day management of the policy to the Headteacher in consultation with the CEO of the STAR MAT. The Headteacher will report to the STAR MAT those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPCD and the pay provisions for support staff.
- 2.2. The Headteacher shall make annual recommendations on the salary of all employees to the appropriate committee of the STAR MAT. This will include sufficient information for the STAR MAT to assess their position with regard to the gender pay gap reporting requirements and public sector equality duty.
- 2.3. The STAR MAT requires that the Headteacher has regard to the budget approved by the Governing Body or Trust and the requirements of employment legislation; in particular:
 - The Equality Act 2010(including requirements under the Public Sector Equality Duty and Gender Pay Gap reporting requirements)
 - The Employment Rights Act 1996
 - The Employment Relations Act 1999
 - The Employment Act 2002
 - 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
 - The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002

The STAR MAT expects the Headteacher to seek advice, where appropriate, from persons engaged by the STAR MAT to provide such advice.

An Appropriate Committee Structure

- 2.4. The STAR MAT will delegate to a committee of governors (hereafter referred to as the "Review Committee") decisions arising out of this policy and/or the Appraisal Policy. The number of governors on the committee shall normally be five, of which at least three governors shall sit in rotation. No member of the Review Appeals Committee, referred to below, will be a member of the Review Committee. No governor who is employed by the STAR MAT may be a member of the Review Committee or the Review Appeals Committee.

- 2.5. The STAR MAT will delegate to a committee of governors (hereafter referred to as the “Review Appeal Committee”) any appeals by individual employees against decisions of the Review Committee in 2.4 arising out of this policy or the Appraisal Policy. The number of governors on the committee shall normally be five, of which at least three governors shall sit in rotation. Any appeal will be dealt with before a final decision is reported to the STAR MAT.
- 2.6. Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the STAR MAT Board. Such meetings will normally be arranged within 20 working days of the date the employee requests the meeting, and five working days’ notice of the date and time of the meeting will be given.
- 2.7. Those entitled to attend meetings of these Committees are outlined in Annex A and B.

Review of Recommendations to, or Decisions of, the Review Committee

- 2.8. Prior to making a salary recommendation to the Review Committee the Headteacher (or Chair of the Appraisal Review Committee in the case of the Headteacher) will inform the employee of their recommendations to the Review Committee and the date this Committee will be considering their recommendations.
- 2.9. A teacher who is dissatisfied with a pay recommendation has the opportunity to discuss the recommendation informally with the appraiser or Headteacher before the recommendation is actioned.
- 2.10. Whilst there is no right of appeal to the Headteacher’s recommendation, if the employee does not agree with the recommendation to be made, then they may provide a written statement to the Clerk of the STAR MAT B which will be provided to the Review Committee to consider alongside the pay recommendation and the employee will be invited to attend a formal meeting with the Review Committee.

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 STPCD
- 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 five 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 STAR MAT Board will provide the Headteacher (or Chair of the Headteacher's Appraisal Review Committee, in the case of the Headteacher) with a copy of the written statement submitted by the employee prior to the meeting of the Review Committee.

2.11. The employee will be given the opportunity to make representations, including presenting evidence, calling witnesses and the opportunity to ask questions at a formal meeting with the Review Committee. The decision of the Review Committee will be provided to the employee in writing. The employee will be advised of the right of appeal against the decision of the Review Committee to the Review Appeal Committee.

2.12. The procedure to be followed for the review hearing is attached at Annex A.

Appeals against Salary or Appraisal Decisions

2.13. The employee may appeal against the decision of the Review Committee within five working days of receipt of the determination by notifying the Clerk to the STAR MAT in writing of the reasons for the appeal, which must be as stated in paragraph 2.8 above.

2.14. The decision of the Review Appeal Committee shall be final. Once an appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the STAR MAT.

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

Threshold Application (Annex C)

2.16. An application must be made by 31 October 2019 and submitted to the Headteacher.

2.17. A successful applicant will progress to a point* on the upper pay range determined by the Headteacher from 1 September 2019 from which progression to the upper pay range will be paid.

2.18. The policy may determine that successful applicants will progress to the minimum of the upper pay range or delegate discretion to the Headteacher to determine to which point on the upper pay range the successful applicant may progress. See Annex C.

2.19. A successful applicant will have demonstrated through the appraisal process:

- that they are highly competent in all elements of the relevant standards; and
- that their achievements and contributions are substantial and sustained.
- See Annex C for the STAR MAT's definition of "highly competent" and "substantial and sustained".

2.20. The Headteacher shall inform the teacher of the recommendation to be made to the Review Committee regarding the threshold application as soon as possible after the closing date has passed. The Headteacher shall provide oral feedback on the relevant criteria indicated or, in the case of an unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development. The process to be followed where the employee does not agree with the recommendation is as outlined in paragraph 2.8 to 2.14.

2.21. Upper pay range decisions will only apply to posts under the employment of the STAR MAT.

Statement of Salary

2.22. Salary assessment forms will be issued to confirm salary determinations.

The CEO of the STAR MAT

2.23. The CEO of the STAR MAT will be available to the Headteacher for consultation on those matters of this policy delegated to the Headteacher. In this instance, the CEO of STAR MAT may not be a member of the Review Committee or Review Appeal Committee.

The Appraisal Review Committee for the Headteacher's Performance Review

2.24. The STAR MAT will delegate 2 governors, none of whom shall be employees of the STAR MAT, to carry out the appraisal review for the Headteacher. The delegated governors may be supported by an external adviser appointed by the STAR MAT. The agreed performance objectives and indicators/measures will be referred for moderation to the CEO of the STAR MAT.

2.25. It is the stated wish of the STAR MAT that the delegated governors should be appropriately trained.

3. Exercise of Discretion Under the STPCD

Starting Salary of New Classroom Teacher Appointments

3.1. When advertising a teaching post the STAR MAT, or delegated committee, will identify the range of salaries the STAR MAT is prepared to pay, subject to qualifications and experience. The STAR MAT will not normally agree to match current/previous salaries without first considering the merits of the application and the salary of teachers employed by the STAR MAT.

3.2. Where the Headteacher 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.

3.3. The Headteacher will provide a statement for the appropriate committee of the STAR MAT detailing the reasons the salary has been awarded, together with the position on the appropriate range in the STAR MAT's salary structure.

Calculation of Part-Time Teachers' Salaries

- 3.4. The STAR MAT will ensure that all part-time teachers employed by the STAR MAT will have their salaries calculated in accordance with the STPCD and the "pro-rata principle", except where a part-time teacher is awarded a TLR3.
- 3.5. The STAR MAT will ensure that the total amount of time for which a part-time teacher may be directed is calculated in accordance with the STPCD and the "pro-rata principle".
- 3.6. All part-time teachers will be advised of the way in which their salary and directed time are calculated.

Recruitment/Retention Incentives

- 3.7. The STAR MAT may have a policy with regard to any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPCD.
- 3.8. The policy adopted by the STAR MAT will be made known to employees and set out as Annex D to this policy.

Staffing Structure

- 3.9. The Headteacher will annually recommend to the STAR MAT a staffing structure for the School that:
 - Takes account of any financial limits determined by the STAR MAT or delegated committees
 - Identifies the posts to which allowances will be allocated for permanent TLRs, in accordance with the requirements of the STPCD
 - 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 STAR MAT
 - 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 STPCD, and the different levels that may be paid within each TLR in the staffing structure in accordance with the STPCD
 - 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 any post to which a salary from the Special Educational Needs (SEN) range of salaries will be allocated together with the level of each allowance to be paid
 - Identifies the staffing structure for support staff posts together with the evaluated salary range assigned to each post

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

- 3.10. In the event that the recommendation contains changes in the staffing structure that will directly impact on employees employed by the STAR MAT, employees and recognised trade unions will be informed and consulted before the final salary structure is published.

Special Educational Needs

- 3.11. The STAR MAT will award an allowance to any teacher who satisfies the requirement of the STPCD, paragraph 21.
- 3.12. The post and allowance/s will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances should be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

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 the assessment of performance, as determined under the Appraisal Policy).

- 3.13. 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 Headteacher that a teacher be paid a higher salary on the classroom teachers' main pay range as determined by the STAR MAT, or the upper pay range, depending on which range the teacher is currently paid. The Headteacher will also provide written reasons why any teacher should not progress on either range. Please note comments under section 2.2.
- 3.14. Any recommendations for progression to a higher salary made by the Headteacher shall be in respect of the teacher's performance during the previous year measured against the performance review under the STAR MAT's Appraisal Policy, with particular reference to their individual performance management objectives set at their last review.
- 3.15. Recommendations for increases in pay will be differentiated in order that any increase is clearly attributable to the performance of each teacher.
- 3.16. 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 after five years. The Headteacher may recommend that there will be no progression on the range in a given year where the outcome of the appraisal does not warrant progression. A newly qualified teacher who achieves the required standards at the end of induction will normally progress to the second point on the main pay range from the following September in accordance with paragraph 2.3.
- 3.17. Where a teacher has been absent through long term illness or on maternity leave (or other long term leave) the Headteacher will ensure that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to school, the Headteacher will conduct a review following the teacher's return. If the recommendation is to pay the teacher on a higher salary on the appropriate pay range the award may be backdated to the date on which the award would normally have been paid.

4. Executive Pay

4.1. The Chief Education Officer (CEO)

The STARMAT Board will pay their CEO in line with the Leadership pay structure. The Chair of the Trust board will review the CEO annual pay progression which will combine cost of living award with performance-related pay. The Trust board will determine whether recruitment and retention payments may be payable and the process for agreeing such payments. The Trust board have determined that the CEO is eligible for membership of the TPS in accordance with the Teachers' Pensions Regulations.

4.2. The Chief Operating Officer (COO)

The CEO will determine the pay of the COO in liaison with the Trust board in accordance with the NJC pay scales. The CEO will review the annual pay progression which will combine cost of living award with performance related pay.

5. Leading Practitioner Posts

5.1. The STAR MAT may decide to include leading practitioner post/s in the structure where it receives a recommendation from the Headteacher to consider such a post.

5.2. Where a leading practitioner is appointed the STAR MAT shall select an individual post range on the pay range designated for leading practitioners.

5.3. 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 Headteacher 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 E.

6. The Leadership Group

Deputy and Assistant Headteachers

6.1. The STAR MAT, following consideration of the relevant criteria set out in the STPCD, will determine the pay range for a newly appointed Deputy Headteacher or Assistant Headteacher's salary.

6.2. At the time of appointing a new Deputy Headteacher or Assistant Headteacher, the selection panel of the STAR MAT making the new appointment shall determine the salary point on the pay range. The selection panel shall have regard to advice available from persons engaged by the STAR MAT.

Awards for Performance to Deputy and Assistant Heads

6.3. 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 Headteacher that any Deputy Headteacher or Assistant Headteacher be paid additional points subject to the maximum of their range. The STAR MAT expects that the objectives for a deputy or Assistant

Headteacher will have become progressively challenging as the teacher has gained experience in the role.

- 6.4. Where there are substantial difficulties in retaining the services of a current Deputy Headteacher or Assistant Headteacher the STAR MAT may decide to change the salary range in accordance with the STPCD. Only in exceptional circumstances may the Deputy Headteacher or Assistant Headteacher's range overlap the Headteacher's pay range.

7. Annual Assessment of the Salary of Teachers (see also Annex E)

Annual Assessments

- 7.1. On or before 1 September of each year, or as soon as possible thereafter, the Headteacher will carry out an annual assessment of salary for each teacher, including Deputy Headteacher and Assistant Headteachers, leading practitioners and unqualified teachers employed in the School.
- 7.2. The Review Committee will receive the pay recommendations from the Headteacher at a date as determined by the STAR MAT Board, awards will be backdated to 1 September of the current year.

8. Determination of Leadership Group Salaries

Group of the School; Headteacher Pay Range (HTPR) and Pay Ranges for Other Members of the Leadership Group

- 8.1. The STAR MAT will assign the school to the appropriate Headteacher Group (HTG) whenever a new Headteacher is to be appointed and on such occasions as the STAR MAT sees fit. The Headteacher may make representations to the Review Committee to consider assigning the school to a new HTG.
- 8.2. If the STAR MAT changes the group of the school having re-calculated the unit total, the STAR MAT 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.
- 8.3. The HTPR of the school shall be a range of consecutive salary points selected by the STAR MAT within the HTG range for the School.
- 8.4. The Recruitment Selection Committee, set up to appoint a new Headteacher, shall determine the salary point on the HTPR to be paid, ensuring 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 STAR MAT.
- 8.5. In the event that the STAR MAT agrees to the Headteacher also being made the Headteacher of another School on a permanent basis, the Headteacher's salary will be determined in accordance with STPCD 2019 (paragraph 6.6).
- 8.6. Where such a decision is made then the STAR MAT 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.
- 8.7. The pay ranges for a Deputy Headteacher or Assistant Headteacher shall be determined with reference to the school's HTG as defined by the STPCD.

Annual Review of Headteacher's Salary

- 8.8. At the beginning of each academic year, or at any such time as the STAR MAT (in consultation with the Headteacher) may decide, the Headteacher Appraisal Committee referred to in 2.20 will agree with the Headteacher or (in the absence of agreement) set performance objectives together with performance indicators/measures appropriate to each objective. The performance objectives will reflect the priorities identified in the School's development plan.
- 8.9. An external adviser appointed by the STAR MAT may support the Headteacher Appraisal Committee in carrying out the annual performance review of the Headteacher. The performance review and review statement will be conducted in accordance with the STAR MAT's Appraisal Policy.
- 8.10. In the Autumn Term of each year, (or where determined differently by the STAR MAT as referred to in 7.9 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Review Committee will receive recommendations from the Appraisal Review Committee (having consulted the CEO of the STAR MAT, if they are not an appraisal review governor) regarding the salary of the Headteacher. The recommendation shall reflect the Appraisal Review Committee views based on the outcomes of the annual performance review and the CEO of the STAR MAT's view of the Headteacher's overall performance during the year. Any recommendation for progression within the HTPR will identify the recommended number of points proposed. The Headteacher will be advised of the proposed recommendation and may make a written response to the recommendation.
- 8.11. The recommendation for the Headteacher 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 1 September, including any additional payments as identified in the STPCD, paragraph 10. The Review Committee will consider the recommendation, together with any written response from the Headteacher, and inform the Headteacher in writing by providing a salary statement, by 31 December, to be backdated to 1 September. The Headteacher will not be entitled to attend the meeting of the Review Committee.
- 8.12. If the Headteacher wishes to seek a review of the decision of the Review Committee regarding their pay, they may do so in accordance with the procedure set out in paragraph 2.19 of this policy. The Headteacher will have the right of appeal against the decision of the Review Committee in accordance with the procedure set out in paragraph 2.12 of this policy.

Determination of Discretionary Payments to Headteachers

8.13. The STAR MAT may decide to pay additional payments to the Headteacher in accordance with paragraph 10 of the STPCD.

8.14. Where a decision is made to increase the Headteacher's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 7.14 above, the total sum of all payments made to the Headteacher will not exceed 25 per cent of the maximum of the HTG, except in wholly exceptional circumstances, which will be approved by the STAR MAT.

8.15. In the event that it is considered necessary to exercise the provision set out in 7.15 above, the STAR MAT will take external independent advice in accordance with paragraph 9.3 of the STPCD before agreeing to such a decision.

Acting Up Allowances

8.16. If, during any absence of the Headteacher, Deputy or Assistant Headteacher or a TLR post holder, the acting appointment is made and maintained for a period then the STAR MAT will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 7.18 below. If no allowance is paid the STAR MAT may reconsider the position at any time.

8.17. In the prolonged absence of the Headteacher, a Deputy Headteacher, an Assistant Headteacher or a TLR post holder, the STAR MAT may appoint a teacher to act up during the absence of the post holder. From the date that the STAR MAT considers it necessary to make an acting appointment, an allowance will be paid equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the STAR MAT. The relevant conditions of service detailed within the STPCD will apply to any person in receipt of such an acting allowance.

9. Additional Payments for Teaching Staff

9.1. In the event that the Headteacher, following consultation with the teacher/s affected, requests teachers to undertake:

- CPD undertaken outside of the school day;
- Activities relating to the provision of ITT as part of the ordinary conduct of the school day; or
- Out of school hours learning activities,

then payments, as below, will be made to teachers agreeing to participate in such activities.

9.2. The daily rate payable to each teacher undertaking such CPD or ITT activities will be determined by the STAR MAT. Periods of less than a day will be paid pro-rata.

9.3. Where additional responsibilities and activities are undertaken by a teacher resulting from the Headteacher having responsibility for more than one school, as provided for in paragraph 7.7 of this policy, the Review Committee of the STAR MAT will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Review Committee will be reported to the next meeting of the STAR MAT Board.

10. Unqualified Teachers

10.1. The STAR MAT may employ unqualified teachers/instructors in the school. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPCD.

10.2. The point on the STAR MAT's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPCD, at which a new appointment will be paid, will be determined by the Headteacher, in consultation with the CEO of the STAR MAT, and will take into account the qualifications and experience considered to be relevant to the post.

10.3. In addition to the appropriate point on the unqualified teachers' pay range the Headteacher, in consultation with the CEO of the STAR MAT, may award an additional annual allowance in accordance with paragraph 22 of the STPCD to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility, which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or who the Headteacher and CEO of the STAR MAT believes has additional qualifications and/or experience to warrant such an award.

10.4. The Headteacher will report any award of such an allowance to the Review Committee of the STAR MAT.

10.5. The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

11. Salaries of Support Staff

11.1. On appointing a member of support staff the job description determined for the post will be evaluated in accordance with the adopted scheme. Advice on appropriate evaluation processes will be sought from persons engaged by the STAR MAT.

11.2. The Headteacher, in consultation with the CEO of the STAR MAT, will determine the appropriate point on the evaluated range having regard to:

- Relevant qualifications and/or competencies; and
- Recruitment/retention needs of the school in respect of the post.

The decision of the Headteacher will be reported to the Review Committee.

11.3.If at any time the Headteacher, in consultation with the CEO of the STAR MAT, considers that a member of the support staff is being asked to undertake increased or decreased responsibilities on a permanent basis, the job description may be re-evaluated. If the evaluation provides for a higher salary, that salary will be paid to the post holder from a date determined by the Headteacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid will also be stated.

11.4.If any member of support staff wishes to appeal against their salary level they may ask for a re-evaluation of their job description. In the event that a member of the support staff decides to appeal against a decision of the Review Committee, then they shall enter a formal written statement of appeal. The appeal shall be heard by the Review Appeal Committee referred to in paragraph 2.5 above.

11.5.For support staff who have not yet reached the top of their grades, incremental progression will not be automatic. Support staff will not receive increments if their manager considers their performance in the previous year was not satisfactory, taking into account identified conduct or capability issues and appraisal outcome. Additionally, support staff will also not receive an increment if their sickness absence exceeds stated limits:

Period	Max days in year	3 year total limit
01.04.19 – 31.03.20	7	21

Only if the maximum sickness absence is exceeded for the current review period then the 3-year total will be considered (current year plus previous 2 years).

Taking into account performance against the stated criteria, those at the top of the pay band who do not meet the criteria as outlined for increments will have their pay reduced by one spinal column point only. Staff with headroom within the pay band will continue to have their increments withheld. If an increment has been removed the employee is then eligible the following year for an increment subject to meeting the criteria.

Increments will not be granted where staff do not meet the above criteria. However, exceptions will be considered for:

- One-off absence of normally not more than three months where the individual has an otherwise excellent attendance record.
- Staff whose illness prevents them from attending their usual place of work and whose offer to work in a different capacity / location is unable to be accommodated by their manager.
- Where an individual is injured in the course of their duties this may be taken into consideration or where the sickness absence is work related consideration may be given to it being exempt.
- Disability Related Sickness Absence. If the cause of sickness absence was related to pregnancy then this must not be taken into account.

12. Salary Sacrifice Scheme

12.1. The STAR MAT will support and encourage any salary sacrifice scheme as identified in the STPCD and made available by the STAR MAT from which teachers or support staff employed in the School benefit where there is no additional cost to the STAR MAT's budget.

12.2. The STAR MAT is aware that there will be a cost if they continue to operate the salary sacrifice childcare voucher schemes established prior to 5 October 2018 when an employee in receipt of childcare vouchers is on maternity leave and is no longer receiving contractual pay.

13. Review of the Policy

13.1. The STAR MAT will review this policy annually, or on any occasion when it is requested to do so by the Headteacher.

13.2. The STAR MAT will consult with employees and the recognised trade unions at the time of the annual or any other review of the policy.

Annex A: Procedure for a Review of a Salary Determination by the Review Committee of the STAR MAT

This procedure complies with the guidance of the Secretary of State 'Implementing your School's Approach to Pay'.

1. Case for the Employee

The employee is entitled to be accompanied by a representative of their 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 Headteacher (or a governor as referred to in note 3 below) to be present at the hearing the Headteacher (or governor) may be asked questions by 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, their case if they so wish.
- 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, (other than the Headteacher 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 five 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 2.8 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 Headteacher (or in accordance with note 3 below, a governor) to be present. In that event, the Headteacher (or governor) may also be asked questions by the members of the Review Committee and by the employee or their representative. The Headteacher (or governor) may **not** be involved in the decision of the Review Committee.
3. Where the Headteacher has asked for the review, the Review Committee may ask the CEO of the STAR MAT or a representative of the governors referred to in 2.20 above to be present.
4. The Review Committee may have an adviser present.
5. The review is **not** an appeal against the recommendation/decision.

Annex B: Procedure for an Appeal against a Salary Decision of the Review Committee to the Review Appeal Committee of the STAR MAT

This procedure complies with the guidance of the Secretary of State 'Implementing your School's Approach to Pay'.

1. The Appeal of the Employee

The employee is entitled to be accompanied by a representative of their 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 they wish 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 their 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 they so wish.
- b) The employee, or representative, has the opportunity, to sum up, their case if they so wish.
- 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 2.8 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 Headteacher (or in accordance with note 3 below, a governor) as a witness for the Review Committee. In that event, the Headteacher (or governor) may be questioned as a witness.
3. Where the Headteacher has asked for the review the representative of the Review Committee may call the Chair of Governors and/or one of the governors referred to in paragraph 2.20 of the policy above as a witness.
4. The Review Appeal Committee may appoint an adviser who may not be an employee of the STAR MAT.

Annex C: Procedure to access the Teachers Upper Pay Range

For guidance related to Teachers Upper Pay Range (UPR) progression, please refer to the following documents:

- The STAR MAT Appraisal Policy
- STAR MAT Upper Pay Range (UPR) application form
- STAR MAT Upper Pay Range (UPR) progression guidance

Annex D: Teachers: Recruitment and Retention Allowances or Benefits

Teaching Staff

All types and grades of teachers, excluding Headteachers and other members of the Leadership Group, are eligible to be considered for the payments detailed below:

Recruitment and retention allowances

Such incentive allowances may be awarded by the Review Committee only to aid the recruitment and/or retention of teachers. The Review Committee will determine whether an annual allowance will be paid with monthly salary or as a lump sum at the end of a fixed period.

The Board of Trustees should, through the LGB, make clear at the outset the expected duration of any such incentives and benefits, and the review date after which they may be withdrawn.

Where a teacher is given an incentive or benefit, written notification given at the time of the award should state:

- Whether the award is for recruitment or retention;
- The amount of the award;
- When/how it will be paid (as applicable);
- The start date and duration of the incentive, unless it is a 'one-off' award;
- The basis for any reviews which will be applied.
- The basis for any repayment should an individual leave the school.

Support Staff

Recruitment and retention payments

Where posts are difficult to fill or staff turnover is particularly high it may be appropriate to introduce a Recruitment and/or Retention Payment.

Recruitment payment – is a one-off discretionary payment of up to 10% of annual salary, payable upon commencement of employment. This payment is not available to existing staff or previous staff who re-commence employment within six months of leaving. An employee who leaves during their Probationary Period will be required to repay the full Recruitment Payment. An employee who leaves within two years will be required to repay 1/24 of the Recruitment Payment for each month not completed up to two years' service.

Retention payment – is a discretionary payment of an amount paid at set intervals, subject to satisfactory performance, but not less than quarterly. Payments may be set at between 3% and 8% of annual salary and should be reviewed at regular (at least annual) intervals in line with market conditions. Retention Payments are not permanent and may be ended or amended by the giving of one month's notice.

Members of staff temporarily undertaking the duties of more senior posts

Members of staff who cover all of the duties associated with a post of a higher grade than their own for a temporary period of normally at least four working weeks will be paid an additional sum. This will be equivalent to the difference between their normal salary and the salary or a point on the salary range of the more senior post for as long as the temporary acting-up arrangements apply, backdated to the start of the period of cover.

The pay of support staff who undertake a part of the duties of a more senior post for a temporary period of at least four weeks may be awarded a pro-rata sum, if the particular circumstances of the case make this appropriate in the view of the LGB.

Annex E: Salary Ranges for Teaching Staff 2019-20

This Annex outlines the salary ranges for

- Unqualified Teachers (UTR)
- Main Pay Range Teachers (MPR)
- Uppers Pay Range Teachers (UPR)
- Teacher & Learning Responsibilities (TLRs)
- Leadership Pay Range

Unqualified Teachers Range (UTR)

Range point	£
1	17,682
2	19,739
3	21,794
4	23,850
5	25,908
6	27,965

Main Pay Range Teachers (MPR)

Range point	£
1	24,373
2	26,041
3	28,133
4	30,299
5	32,686
6	35,971

Upper Pay Range Teachers (UPR)

Range point	£
U1	37,654
U2	39,050
U3	40,490

Teaching and Learning Responsibilities (TLR)

TLR	£
TLR1a	8,069
TLR1b	9,924
TLR1c	12,407
TLR2a	2,796
TLR2b	4,652
TLR2c	6,822
TLR3a	555
TLR3b	1,653
TLR3c	2,756

Headteacher Pay Range (HTPR)

All teachers paid on the Pay range for the Leadership Group are not eligible for Special Needs Allowances (SEN) or for Teaching and Learning Responsibility Payments (TLR).

Range point	£
L1	41,065
L2	42,093
L3	43,144
L4	44,218
L5	45,319
L6	46,457
L7	47,707
L8	48,808
L9	50,026
L10	51,311
L11	52,643
L12	53,856
L13	55,202
L14	56,579
L15	57,986
L16	59,528
L17	60,895
L18 *	61,808
L18	62,426
L19	63,975
L20	65,561
L21 *	66,517
L21	67,183
L22	68,851
L23	70,556

L24*	71,590
L24	72,306
L25	74,103
L26	75,936
L27*	77,048
L27	77,818
L28	79,748
L29	81,723
L30	83,757
L31*	84,976
L31	85,826
L32	87,960
L33	90,145
L34	92,373
L35*	93,732
L35	94,669
L36	97,013
L37	99,424
L38	101,885
L39*	103,334
L39	104,368
L40	106,972
L41	109,644
L42	112,392
L43	114,060

* **Note:** Range points to be applied **only** to head teachers at the top of the school's headteacher group range

Headteacher Group (HTG)

Group	Possible Salary Range
1	L6 (46,457) – L18* (61,808)
2	L8 (48,808) – L21* (66,517)
3	L11 (52,643) – L24* (71,590)
4	L14 (56,579) – L27* (77,048)
5	L18 (62,426) – L31* (84,976)
6	L21 (67,183) – L35* (93,732)
7	L24 (72,306) – L39* (103,334)
8	L28 (79,748) – L43 (114,060)

Leading Practitioners Pay Range (LPR)

The primary purpose of these posts is the modelling and leading improvement of teaching skills. This may include outreach work for the benefit of the wider teaching community.

There is no minimum service criterion for a Leading Practitioner.

Leading Practitioners are not eligible for Teaching and Learning Responsibility Payments

Spine point	£
1	41,267
2	42,300
3	43,356
4	44,436
5	45,541
6	46,682
7	47,940
8	49,046
9	50,271
10	51,560
11	52,900
12	54,119
13	55,472
14	56,855
15	58,270
16	59,840
17	61,192
18	62,735

Determining teacher pay progression (in conjunction with the STAR MAT appraisal policy)

In the case of Newly Qualified Teachers (NQTs), whose appraisal arrangements are different, pay decisions will be made by reference to the outcome of the statutory induction process.

For all other teachers (including the leadership group and leading practitioners) In determining what, if any, incremental increase to recommend, the appraiser will take into account progress against appraisal objectives and performance against the Teacher Standards. For those teachers with additional responsibilities e.g. TLRs, an assessment will also be made of the extent to which these responsibilities have been met.

There is a responsibility on teachers and appraisers to work together. Schools should establish a firm and objective evidence base in relation to the performance of all teachers. Teachers should also gather any evidence that they deem it appropriate to demonstrate the meeting of objectives, the Teachers' Standards and any other criteria (including applications to be paid on the Upper Pay Range).

The evidence to be considered should be made clear to teachers from the outset as should any weighting

given to particular objectives.

Headteachers and nominated managers will need to consider arrangements for the moderation of objective setting and appraisal outcomes, taking into account the degree of challenge of different targets and the possible weighting given to key targets e.g. student progress.

Progress must be reviewed during the appraisal cycle and any concerns about performance that may pose a risk to pay progression should be signalled at an early stage. Due consideration will be given to unmet objectives that are due to reasons beyond the teacher's control.

Appraisal reports will include pay recommendations that should be taken forward by the Headteacher to the Review Committee. Teachers will not receive pay progression if their performance in the previous year did not meet requirements, taking into account identified conduct or capability issues and appraisal outcome.

The Board of Trustees, through its LGBs, wishes to recognise good and excellent performance from its teachers and will apply performance related pay under the following terms:

- A performance which **meets requirements** will receive a one-point increase if headroom allows this within the pay scale, - A performance which **fails to meet requirements** will not receive an increase. - A performance which **significantly exceeds requirements** will receive a two-point increase within the pay scale, if headroom allows.