

# CITY ACADEMY NORWICH

## Teacher's Pay and Appraisal Policy

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**TEACHERS' PAY AND APPRAISAL POLICY  
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## 1. Introduction

City Academy Norwich is committed to accountability, transparency, equality and fairness in pay and remuneration. This Pay Policy details City Academy Norwich's approach to pay and reward for teachers working at City Academy Norwich.

## 2. Definitions

**Pay** refers to the basic pay that staff receive, including Performance Related Pay

**Allowances** include payments that are in addition to basic pay, such as TLR payments and Recruitment and Retention Premia.

## 3. Scope

This Policy applies to all teaching staff at City Academy Norwich (qualified and unqualified). It does not apply to classroom assistants or technicians in Academies or staff in a Further or Higher Education setting.

## 4. Legal requirements

This policy adheres to the Equality Act 2010 and the Employment Rights Act 1996.

## 5. Policy Aims & Objectives

The aims and objectives of the Pay Policy are to:

- Ensure a consistent approach to pay and reward throughout City Academy Norwich
- Maximise the quality of teaching and learning at the school
- Support the recruitment and retention of high quality teachers
- Enable the Academy to recognise and reward teachers appropriately for their contribution to the Academy
- Help to ensure that decisions on pay are managed in a fair, transparent and consistent way.

## 6. Organisational Responsibilities

### The Governing Board

The Governing Board has a responsibility to determine a pay policy which defines how they will remunerate teaching staff. It sets out the recommendations for pay progression, defines the criteria which is set consistently across the Academy, and confirms that there is sufficient budget to meet these recommendations.

The Governing Board of City Academy Norwich is responsible for monitoring consistency of pay recommendation implementation and for agreeing the recommendations for increases arising from the annual reviews. In considering pay decisions, the Boards will ensure best value for money.

### **The Headteacher**

The Headteacher is responsible for ensuring the annual appraisal exercise is completed robustly and on time, moderating objectives set and evidence considered, as well as the pay recommendations being made to ensure that they comply with the Academy's policies and display consistency. The Headteacher is responsible for maintaining records of decisions and recommendations.

### **Human Resources Lead**

The Human resources Lead supports the process of determining teachers' pay by:

- collating the data against which performance is measured
- undertaking the moderating process for pay progression
- identifying the salary of new posts and new starters

### **Payroll**

Payroll support the process of determining teachers' pay by:

- providing information on pay to assist the Academy in reviewing its salary levels to ensure that its salary offer remains competitive
- implement recommendations for pay
- sending out annual letters to teachers confirming their pay.

### **Line Managers**

Line Managers are responsible for:

- undertaking appraisals within the defined timescale
- applying the performance criteria consistently.

## **7. References to other policies**

Other relevant policies and procedures related to the policy for determining teachers' pay:

- Recruitment and Selection Procedure
- Data Protection Policy
- Managing Performance Procedure
- Appraisal Policy

## **8. Basic Pay Determination on Appointment**

The Headteacher will determine the level for a vacancy prior to advertising it. When the successful candidate is identified, the starting salary of the candidate will be confirmed by

the Human Resources Lead, taking into account their existing salary but there is no guarantee that a teacher will be paid at the same rate as they were being paid in a previous school. In setting a salary for a post, factors such as the nature of the post, the level of qualifications, skills and experience required, the Academy's structures and requirements and market conditions will be taken into account.

City Academy Norwich will adhere to the principle of pay portability and will apply this principle in practice when making all new appointments.

## 9. Annual Appraisal review

9.1 City Academy Norwich will have an annual review to discuss current objectives and set new ones. The appraisal period will be for the last 12 months period and must be completed within a month of the due date that has been set. The appraisal cycle begins with an Employee Preparation Form completed by the member of staff which is followed by a formal review meeting with their manager. Mid-year reviews will take place after approximately 6 months to review progress.

### 9.2 Appraisal Supervisor (Appraiser)

At the time of appointment, an appraising supervisor will be nominated by the Headteacher for the new member of staff. This will usually be the new appointee's immediate Line Manager, but in all events the appraising supervisor must be someone who:

- Holds a position of authority in the new appointee's area of work
- Is senior to the new appointee
- Is familiar with the requirements of the new appointee's job
- Has regular contact with the new appointee
- Has been given guidance on the application of this appraisal procedure

The detailed responsibilities of the appraising manager are:

- To explain working procedures and expected standards of work to staff;
- To assess the performance of the new appointee;
- To ensure that the member of staff has reasonable support and guidance and feedback on his/her performance;
- To conduct formal reviews and prepare reports on the appraisee's progress; and
- To submit recommendations at the end of the appraisal review.

### 9.3 The Appraisal review - Overview

The appraiser should meet with the appraisee throughout the year to discuss their work. There should be no surprises for the appraisee regarding their work at the appraisal meeting.

At the appraisal meeting, the previous year's objectives are reviewed and objectives set for the coming year.

Serious concerns should be raised by either party at additional meetings held during the year if necessary. The appraisal meeting should not be used as a disciplinary meeting.

As part of the appraisal process, it is critically important that all members of staff are clear how evidence will be gathered throughout the year. This can be done by the employee

submitting documentation at the Employee preparation form stage or the manager during the formal meeting. Evidence should show and demonstrate contribution towards;

- Increasing positive impact on students
- Increasing impact on wider outcomes
- Improvement in specific elements of practice
- An increasing contribution to work at the school
- An increasing impact of effectiveness of staff

Evidence gathered will be largely determined by the role that they carry out.

Examples of evidence may include

- Classroom observations – carried out in accordance with classroom and task protocol
- Task observations
- Review of assessment results
- Work carried out and completed
- Objectives achieved

#### **9.4 Standards**

In addition to the DfE Teaching Standards, City Academy Norwich has identified standards that it expects all to achieve or have demonstrated within the appraisal period.

Staff must be graded against each of these standards in agreement with their manager.

#### **9.5 Appraisal Process**

- Employee Preparation Form completed by the member of staff
- followed by a formal review meeting with their manager
- Mid-year reviews will take place after approximately 6 months to review progress.

It is imperative that an appraisal is carried out every year on time.

Objectives can be set during the appraisal.

#### **9.6 Further Action**

If the appraisee does not agree with the content of the completed form in the first instance the staff member should speak to their line manager and arrange another meeting with the staff member.

If this cannot be resolved then the staff member should discuss with HR.

#### **9.7 Annual Appraisal Review Meeting**

Progression through all pay ranges is through a robust assessment of performance that is undertaken each year in September.

Pay progression is based on a satisfactory appraisal and incremental progression through the scales is no longer automatic. City Academy Norwich payscales are based on points T1-T9 (see below).

The Governing Board will ensure that every teacher's salary is reviewed annually in the period 1 September to 31 October (subsequent year), and that the annual appraisals are undertaken by the end of October each year. The Governing Board will make recommendations for pay increases to Bohunt Education Trust Board. Following approval from the Governing Body by the middle of November, Payroll will provide teachers with a written statement setting out their salary and any other allowances to which they are entitled and implement changes to pay as appropriate in December pay.

Assessment of performance will be based on the achievement of objectives. The objectives set will be rigorous and challenging but achievable and fair. When setting the objectives, consideration must be given to the teacher's current profile and the Academy Improvement Plan and the objectives should be as follows:

### **Developing Teacher (MPS 1-3, now T1-3) – targets do not affect incremental progression**

- The quality of teaching results in the majority of classes/students meeting national levels of progress.
- Locally set target/objective.

### **Experienced Teacher (MPS 4-6, now T4-6)**

- The quality of teaching results in the majority of classes/students meeting or exceeding national levels of progress
- Locally set target/objective.

### **Expert Teacher – (UPR, now T7-9)**

- The quality of teaching results in the majority of classes/students exceeding national levels of progress.
- Locally set target/objective.
- Meeting Expert Teacher Standards
- Wider Contribution.

For Colleagues with additional responsibility eg Head of House, objectives should be set based on substantive role and not just their own personal teaching role.

Assessment of progress against these objectives will take place, as a minimum, in the midyear review and adjustments made if necessary. Factors that arise at other points during the year which will have an impact on these targets should be discussed by the member of staff with their line manager as soon as they become apparent.

All teaching staff and appraisers should have a common understanding of the DfE Teachers' Standards (and other relevant standards where appropriate, eg Expert Teacher Standards (Appendix 2), as these are an essential reference point to help ensure that teachers continue to make a wider contribution.

Where a member of staff has been absent for part of a year due to maternity leave, their performance should be assessed for the period of time they were present during the year and performance in the year preceding their maternity leave should be taken into account.

Staff who commence their employment with City Academy Norwich after Easter, will not undertake an appraisal for that academic year and will not be eligible to be considered for PRP that year.

Staff who are subject to a current sanction under the Disciplinary Policy and Procedure will not be eligible to be considered for Performance Related Pay in that year.

A summary of the recommendations and rationale for these recommendations will be sent to HR Services for moderation. The moderated recommendations will be forwarded to the Governing Board (via the Company Secretary) who will consider the recommendations and confirm whether or not the recommendations can be implemented.

## 9.8 **Accessing the Upper Pay Range (Expert Teacher)**

In order to be eligible to be assessed for progression to T7 and beyond teachers must have Qualified Teacher Status (QTS).

It is the responsibility of individual teachers to decide whether or not they wish to apply to be paid above T6. Applications should be made by letter to the Headteacher detailing why they believe they should progress to the UPR. Requests to progress should be submitted in the month of September, in order that they can be considered alongside other pay progression recommendations made by the Headteacher by the respective Boards.

When deciding whether to approve progression to T7 the Board must be satisfied that:

- Objectives are met
- Professional standards have been met
- The teacher has made a wider contribution to the School.

Confirmation of the outcome of the application will be made by Payroll in writing following the consideration of all pay progression recommendations by the respective Boards.

Progression to the next point on the T scale will be considered every 2 years and recommendations sent to the respective Boards as detailed above.

## 9.9 **Appeals**

Teachers have the right to appeal against a decision not to progress them to the next incremental point or to progress them to T7. Any appeal should be made in writing giving full grounds for the appeal and sent to the relevant Headteacher within 5 working days of the date of the letter advising them of the outcome of the pay review. An Appeals Panel will be set up to consider any appeals received and the outcome advised in writing to the appellant. There will be no further right of appeal. (See Appendix 3 for Appeals Procedure).

## 9.10 **Other Pay Progression**

Changes in circumstances, such as a change of job role or qualification, may automatically trigger a pay increase and can occur at any point during the year, and staff will be notified of these changes as they occur.

## 10. Discretionary Allowances and Payments

### 10.1 Teaching and Learning Responsibility Payments (TLRs)

At City Academy Norwich TLRs are assigned to roles with significant responsibilities that:

- focus on teaching and learning
- require the exercise of a teacher's professional skills and judgement
- require the teacher to lead, manage and develop a subject or curriculum
- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils
- involve leading, developing and enhancing the teaching practice of other staff.

Where a TLR1 is awarded, the teacher will have line management responsibility for a significant number of people.

Individual TLR payments are reviewed by the Headteacher each year and cease if the above duties are no longer being undertaken. Additionally, the respective Board may exercise its discretion to award a TLR3 for specific time-limited school improvement projects or a one-off externally driven responsibility and the TLR payment will cease when the project ends.

### 10.2 Recruitment and Retention Premia

Exceptionally, the Headteacher (with the approval of the relevant Board), as an incentive for the recruitment of new teachers or the retention of existing teachers can make payments or provide other financial support and benefits as it considers necessary. These payments would be made for a limited time and reviewed regularly.

### 10.3 Leadership Acting Allowances

Where cover cannot be obtained from other areas of Bohunt Education Trust, temporary cover for posts at Assistant Headteacher level will be generally advertised internally to City Academy Norwich staff who would receive the appropriate rate of pay for that role. In other cases, where it is not appropriate to advertise for cover internally, eg due to timescales, the member of staff covering would receive the appropriate rate of pay for the role performed if required to act up to Assistant Headteacher level for a period of over 4 weeks.

### 10.4 SEN Allowances

Where appropriate staff will be paid a Special Educational Needs Allowance (SEN).

### 10.5 Other Discretionary Payments for Teaching Staff

It is anticipated that teaching staff should be able to undertake their role within their contracted hours. However, where instances require these hours to be exceeded due to work that is essential for City Academy Norwich delivery, appropriate payment will be made. The undertaking of such additional work will be at the request of the Academy Senior Leadership Team.

## 11. Leadership Posts (Headteacher, Deputy and Assistant Headteacher)

### 11.1 Headteachers' Pay

#### Pay on Appointment

Bohunt Education Trust will determine the salary to be advertised and agree pay on appointment, taking account of the full role and scope of responsibility of the Headteacher. When setting Headteacher's salaries, permanent payments made to staff within the Academy should be taken into account to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability.

#### Pay Progression

Bohunt Education Trust will review the Headteachers' pay annually and can award up to a maximum of 10% PRP where there has been a sustained high quality of performance having regard to the results of the most recent appraisal carried out, including the achievement of targets set. These targets to be proposed by the Group CEO to the relevant Board for approval, each year.

#### Review of Salary

If a Headteacher takes on permanent accountability for one or more additional Academies, their salary will be reviewed at that point.

### 11.2 Deputy and Assistant Headteacher Pay

#### Pay on Appointment

The Headteacher, in consultation with the Chief Executive Officer, will determine the salary to be advertised. As with Headteacher pay (paragraph 11.1) other permanent payments made to staff within the Academy need to be taken into account to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability.

#### Pay Progression

The Headteacher will review the Deputy Headteacher/Assistant Headteacher's pay and award Pay increase where there has been a sustained high quality of performance and targets achieved as identified in the annual appraisal process.

#### Review of Salary

If a Deputy or Assistant Headteacher takes on permanent responsibilities in one or more additional Academies, their salary will be reviewed at that point.

## 12 Short Notice/Supply Staff

Teachers working on a supply basis will be paid at an hourly rate of 1/1265<sup>th</sup> of the annual pay they would receive if engaged on a regular contract.

## 13 Contact

HR Services are able to offer advice on the use of this Policy.

## 14 Equal Opportunities Statement

This policy has been assessed against the eight protected characteristics outlined in the Equality Act 2010. Potentially, staff who have had a period of maternity leave could be disadvantaged by not having been able to complete a full year prior to the annual appraisal. Section 9.1 details how staff returning from or on a period of maternity leave should be assessed for pay progression.

## Appendix 1 - Expert Teacher Standards

1	Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.
2	Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
3	Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
4	Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.
5	Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
6	Have sufficient depth of knowledge and experience to be able to give advice on the development and well-being of children and young people.
7	Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
8	Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
9	Promote collaboration and work effectively as a team member.
10	Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.

## Appendix 2 - Appeals Procedure

### 1. Lodging an Appeal

Appeals should be made in writing (letter or e-mail) by the employee to the Headteacher within 5 working days of notification of the decision.

The submission must detail full grounds for the appeal, for example

- There is evidence that all objectives were met that has not been taken into account
- Procedure was not followed correctly

### 2. The Appeal Meeting

The Appeal Meeting will be set up within 10 working days and if this is not possible to ensure that the employee is informed of the delay and the reasons for this.

If the employee's representative is not available on the date of the appeal meeting, the employee may delay the date of the Appeal once up to 5 days to enable the representative to attend.

The Appeal Panel will be heard by a panel of 3 Governing Body members and will be someone who has not been involved in the formal process to which the appeal relates. The Chair of the Panel will be supported by the Director of HR Services or an HR Business Partner (acting as HR Adviser to the Panel).

The Management Representative will be the person who gave the initial sanction or made the original decision under the formal procedure to which the appeal relates. They may be supported by the HR Adviser who was present at the original formal meeting.

#### Structure of the Appeal Meeting

- (a) The Chair of the Panel will introduce those present and outline the format of the appeal meeting.
- (b) The Appellant/representative will state their case and explain why they feel the decision not to award them an increment was incorrect.
- (c) The Management Representative (and HR Adviser as appropriate) can ask questions of Appellant for clarity.
- (d) The Panel (and HR Adviser as appropriate) can ask questions of the Appellant for clarity.
- (e) The Management Representative will state the management case (the rationale for their decision).
- (f) The Appellant/representative to ask questions of the witnesses and management representative as appropriate.

- (g) The Chair of the Panel (and HR Adviser as appropriate) can ask questions of the witnesses and Management Representative for clarity.
- (h) Management Representative's witnesses withdraw.
- (i) The Appellant/representative to summarise the appeal and no new factors can be introduced at this point.
- (j) The Management Representative to summarise the organisation's case and no new factors can be introduced at this point.
- (k) The Panel to review the case and make decision.
- (l) Management Representative, Appellant and advisers to be recalled and informed of the decision by the Chair of the Panel.