

Canonium Learning Trust



Pay Policy 2022/23

1.	INTRODUCTION
1.1	This Policy sets out the framework for making decisions on staff pay.
1.2	<p>Staff pay is affected by national and local pay agreements. The Canonium Learning Trust Board has flexibility to determine pay levels to meet local circumstances in any of its academies.</p> <p>This policy is modelled on the School Teachers' Pay & Conditions Document (STPCD), the accompanying guidance and with national and local pay agreements for support staff; these documents will take priority in any disputes.</p> <p>This Policy will be reviewed annually and in consultation with staff and unions, when significant changes are made.</p>
1.3	<p>The objective of the policy is to:</p> <ul style="list-style-type: none"> • ensure that pay and staffing arrangements enable each individual academy to thrive and deliver their curriculum and school improvement plans now and in the future; • support the recruitment and retention of high quality staff; • recognise and reward staff for their contribution to school improvement; • ensure that pay decisions are made in a fair and transparent way; • ensure that available monies are allocated appropriately.
2.	ROLES AND RESPONSIBILITIES
2.1	This Policy applies to all Canonium Learning Trust employees, including those employed to work in individual academies within the Trust and to staff who are employed to work centrally and/or support several or all Trust academies.
2.2	<p>Pay Committees</p> <p>Individual roles and responsibilities are as set out in this Policy.</p> <ul style="list-style-type: none"> • Pay Committee: Financial Lead of the Trust Board Personnel Lead of the Trust Board A member of the Trust Board appointed annually • Pay Appeals Committee (established as required from 2 members of the academy concerned Teaching and Learning Council and 1 member of the Trust Board).
2.2.1	<p>Trust Board members and Teaching and Learning Council members will not make judgements about the effectiveness of individual staff.</p> <p>Their role is to satisfy themselves that any recommendation/decision has been made on the basis of evidence, in accordance with this Policy, and that correct procedures have been followed.</p> <p>The Trust Board will monitor the effectiveness of the Performance Management process and ensure that the allocation of pay is consistent with the overall standards of performance and the outcomes for pupils.</p>

2.3	<p>Performance Management</p> <p>Performance Management is a developmental and supportive process designed to ensure that staff have the skills and support they need to carry out their role and that they continue to improve their professional practice throughout their careers. Performance management reviewers will be responsible for the performance management process, in accordance with the Performance Management Policy. Performance management objectives will be moderated across the Trust to ensure consistency and fairness in pay decisions. The Performance Management Review Statement will include a pay recommendation which will be made by:</p> <ul style="list-style-type: none"> • The individual academy’s Headteacher for Main Pay Range teachers and support staff after consultation with the CEO • The individual academy’s Headteacher for Upper Pay Range and Leadership Range teachers after consultation with the CEO • The individual academy’s Headteacher’s Performance Management Review Panel for the Headteacher • The CEO’s Performance Management Review Panel for the CEO
2.3.1	<p>Application for the Upper Pay Range</p> <p>The Headteacher will assess applications from teachers to be paid on the Upper Pay Range in accordance with this policy and will make a recommendation to the CEO on whether the teacher should progress to the Upper Pay Range. Teachers wishing to apply for the Upper Pay Range must complete the application form in appendix F.</p>
2.4	<p>Staffing Structure</p> <p>An individual academy’s Teaching and Learning Council, in collaboration with the Trust Board will, having regard to the advice and recommendation of the Headteacher and CEO, determine, monitor and review staffing structures. A model aim working staffing structure will be planned by the CEO for each individual academy and when a new academy joins the Trust this will be achieved, over time, through natural movement rather than immediate restructuring. The staffing structure set out in Appendix D shows both the model structure aim and the actual structure and pay ranges for all posts within each academy for this academic year.</p>
2.5	<p>CEO</p> <p>The Trust Board will be responsible for determining the pay range and starting salary of the CEO in accordance with the structure shown in section 9. The CEO’s Performance Management Review Panel will be responsible for making pay progression recommendations for the CEO. Such recommendations will be ratified by the Trust Board.</p>
2.6	<p>Headteachers</p> <p>The CEO will be responsible for determining the pay range and starting salary of headteachers in accordance with the structure shown in section 9. The Headteachers’ Performance Management Review Panel will be responsible for making pay progression recommendations for headteachers. Such recommendations will be ratified by the Trust Board.</p>
2.7	<p>Other Leadership Group and Lead Practitioners</p> <p>The CEO will be responsible for determining the pay range and starting salary for employees on the Leadership and Lead Practitioner Pay Ranges in accordance with the structure shown in section 9. An individual academy Headteacher will be responsible for making pay progression</p>

	<p>recommendations for employees on the Leadership and Lead Practitioner Pay Ranges in accordance with the structure shown in section 9. Such recommendations will be ratified by the CEO.</p>		
2.8	<p>Other teachers The CEO will be responsible for determining the pay range and starting salary, and for making pay progression decisions, for teachers on the Unqualified, Main and Upper Pay Ranges in accordance with the structure shown in section 4. Such decisions will be reported to the Trust Board.</p>		
2.9	<p>Support Staff The CEO will be responsible for determining the starting salary, and for making pay progression decisions, for all support staff. in accordance with the structure shown in section 4. Such decisions will be reported to the Trust Board.</p>		
2.10	<p>Central Trust Staff The CEO will be responsible for determining the pay range and starting salary, and for making pay progression decisions, for centrally employed staff in accordance with the structure shown in section 4. Such decisions will be reported to the Trust Board.</p>		
3.	PAY TIMETABLE		
	Date	External	Internal
	Aug/Sept	Budget set	Complete PM review for support staff.
	Sept/Oct	Inflationary Pay Award for support staff	Pay Progression decision effective for support staff
	Sept/Oct	Inflationary Pay Award for teachers	Pay Progression decision effective for teachers
	Sept/Oct		Complete PM review for teachers
	BY 31 October (last day of half term)		Notify teachers of annual pay review decision
	BY 31 Dec. (last day of term)		Notify headteacher of annual pay review decision
3.1	<p>Setting and Reviewing Pay Salaries will be determined only in the circumstances set out below.</p>		
3.1.1	<p>An individual salary range and starting salary will be determined where a new appointment is made, in accordance with the structure shown in section 4 and 9.</p>		
3.1.2	<p>The salary of individual posts will be reviewed at such times as appropriate where there are significant changes in the responsibilities or duties of the post which warrant such a review.</p>		
3.1.3	<p>The salary of individual posts may be reviewed where, the setting of a salary for a new appointment, or a change of salary in the circumstance set out in section 9.1.1, makes such a review necessary to maintain consistency and fairness.</p>		
3.1.4	<p>The salary, within the established range, of individual staff will be reviewed annually on or after:</p> <ul style="list-style-type: none"> • 1 September, but no later than 31 October (teachers) • 1 September, but no later than 31 December (CEO/Headteachers) • 1 April, but no later than 1 July (support staff) 		
3.2	Inflationary Increases – Teachers’ and Leadership Pay Ranges		

	<p>The Canonium Learning Trust will ensure that the values of the minimum point of each pay range in section 4 and 9 of this policy are in line with the minimum of the corresponding ranges set out in the Teachers' Pay and Conditions Document. The values of points on the scales above the minimum will be reviewed and determined annually by the Trust Board.</p> <p>In reviewing and making its determination the Trust Board will have regard to any national pay award and any requirements set out in Teachers' Pay and Conditions.</p>																												
3.2.1	<p>The salaries of individual teachers will increase accordingly, subject to them demonstrating satisfactory performance as assessed through the performance management process and otherwise where necessary to ensure the teacher receives the minimum of the salary range.</p>																												
3.2.2	<p>Inflationary increases – Teacher Allowances</p> <p>The minimum values of TLR1, TLR2 and the SEN Allowance payable to individual teachers will be increased in line with the minimum of the corresponding allowances set out in the Teachers' Pay and Conditions Document. The values of allowances in excess of the minimum will be reviewed and determined annually by the Trust Board. In reviewing and making its determination the Trust Board will have regard to any national pay award and any requirements set out in Teachers' Pay and Conditions. The Trust Board will determine the values of all other allowances and discretionary payments payable to individual teachers on an annual basis.</p>																												
3.2.3	<p>Support Staff</p> <p>The values of the salary points on the Local Government Pay Scale and the values of other salaries will be determined annually by the Trust Board. In making its determination the Trust Board will have regard to any national pay rates.</p>																												
3.3	<p>All staff will be informed in writing of their pay determination and the rationale for it with each year according to the Pay Timetable and at any other time when a salary review takes place.</p>																												
4.	<p>TEACHERS PAY</p>																												
4.1	<p>Qualified teachers will be paid on the Main Pay Range or the Upper Pay Range.</p> <p>The Pay Ranges in this Trust have been divided into progression stages as follows:</p> <p><u>Main Pay Range</u></p> <table border="1"> <tr> <td>Minimum:</td> <td>M1 (Point 21)</td> <td>£25,714</td> </tr> <tr> <td>Performance Progression Stage 1</td> <td>M2 (Point 22)</td> <td>£27,600</td> </tr> <tr> <td>Performance Progression Stage 2</td> <td>M3 (Point 23)</td> <td>£29,664</td> </tr> <tr> <td>Performance Progression Stage 3</td> <td>M4 (Point 24)</td> <td>£31,778</td> </tr> <tr> <td>Performance Progression Stage 4</td> <td>M5 (Point 25)</td> <td>£34,100</td> </tr> <tr> <td>Maximum:</td> <td>M6 (Point 26)</td> <td>£36,961</td> </tr> </table> <p><u>Upper Pay Range</u></p> <table border="1"> <tr> <td>Minimum:</td> <td>UPS1 (Point 33)</td> <td>£38,690</td> </tr> <tr> <td>Performance Progression Stage 2</td> <td>UPS2 (Point 34)</td> <td>£40,124</td> </tr> <tr> <td>Maximum:</td> <td>UPS3 (Point 35)</td> <td>£41,604</td> </tr> </table>		Minimum:	M1 (Point 21)	£25,714	Performance Progression Stage 1	M2 (Point 22)	£27,600	Performance Progression Stage 2	M3 (Point 23)	£29,664	Performance Progression Stage 3	M4 (Point 24)	£31,778	Performance Progression Stage 4	M5 (Point 25)	£34,100	Maximum:	M6 (Point 26)	£36,961	Minimum:	UPS1 (Point 33)	£38,690	Performance Progression Stage 2	UPS2 (Point 34)	£40,124	Maximum:	UPS3 (Point 35)	£41,604
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4.2	<p>Unqualified Teachers will normally be paid on the Unqualified Pay Range.</p> <p>The Pay Range for Unqualified teachers in this Trust has been divided into progression stages as follows:</p>																												

	Minimum:	UQT1 (Point 1)	£18,169
	Performance Progression Stage 1	UQT2 (Point 2)	£20,282
	Performance Progression Stage 2	UQT3 (Point 3)	£22,394
	Performance Progression Stage 3	UQT4 (Point 4)	£24,507
	Performance Progression Stage 4	UQT5 (Point 5)	£26,622
	Maximum:	UQT6 (Point 6)	£28,735
4.2.1	Where an unqualified teacher is on a recognised “route into teaching” programme, the CEO may exercise its discretion to pay him/her on the Main Pay Range having regard to his/her skill, qualifications and experience.		
4.3	Where a Lead Practitioner post(s) is (are) included in the Staffing Structure., each Lead Practitioner will be paid within a specified range, within the Pay Range for Lead Practitioners.		
	<ul style="list-style-type: none"> • In setting the specified Range, the number and value of performance pay progression stages within that range will also be determined. • Different Lead Practitioner posts may have a different specified range, having regard to the challenge of the individual post and pay differentials within the Trust 		
5.	PAY ON APPOINTMENT		
5.1	<p>The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be taken of;</p> <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions; • any specific restrictions set out in the Teachers’ Pay & Conditions Document; • the employee’s current salary level; <p>Newly Qualified Teachers in their first year, will normally be paid on the minimum of the Main Pay Range.</p> <p>There is no assumption that an employee will be paid the same rate they were being paid in a previous school.</p>		
6.	PAY PROGRESSION BASED ON PERFORMANCE		
6.1	<p>Teachers on the Main, Unqualified, Upper and Lead Practitioner Pay Ranges</p> <p>Decisions regarding annual pay progression within the relevant ranges set out in 4.1-4.3 above, will be made with reference to teachers’ performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.</p> <p>The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.</p>		
6.2	<p>Decisions on performance pay progression will be based on an assessment of the <u>overall</u> performance of the teacher.</p> <p>A teacher will be eligible for annual (<i>biennial for Upper Pay Range</i>) performance pay</p>		

	<p>progression where they:</p> <ol style="list-style-type: none"> 1) have been assessed as meeting all of the teaching standards, throughout the assessment period; 2) have had their teaching assessed as at least good <u>overall</u> during the assessment period; <ol style="list-style-type: none"> 2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching <u>overall</u> 2b) Lead Practitioners will be expected to demonstrate outstanding teaching <u>overall</u> 3) have been assessed as meeting the requirements of their job description/job role; 4) meet their individual performance management objectives; <p>Consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives;</p> <ol style="list-style-type: none"> 5) have demonstrated a personal responsibility for identifying and meeting their CPD needs. <p>The evidence which will be considered in assessing performance will include:</p> <ul style="list-style-type: none"> • pupil progress data; • quality of teaching against the Teaching Standards, including observed practice; • self-assessment; • professional dialogue; • received feedback; • performance management statements; • CPD records. <p>And in the case of Upper Pay Range teacher and Lead Practitioners, evidence of their contribution beyond their own classroom and their impact on the wider Academy and/or Trust.</p> <p>Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.</p>
6.3	<p>Decision to progress</p> <p>Where all of the performance pay progression criteria set out in 6.2 above are met, the teacher will move up to the next Performance Pay Progression Stage. (<i>Progression is biennial in the case of Upper Pay Range</i>)* Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>
6.4	<p>Decision not to progress</p> <p>Where the performance pay progression criteria in 6.2 are not met, the teacher will not receive any performance pay progression. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the teacher will be supported through the performance management process to improve their performance.</p>
7.	<p>MOVEMENT TO THE UPPER PAY RANGE</p>
7.1	<p>Any qualified teacher on the Main Pay Range, may apply to be paid on the Upper Pay</p>

	<p>Range once per year (appendix F). It is the responsibility of the teacher to decide whether or not they wish to submit an application. Applications must:</p> <ul style="list-style-type: none"> • be made on the appropriate application and submitted to the headteacher; • be submitted by 31 October in each year (consideration will be given to accepting late applications where individual circumstances eg absence prevent this deadline being met).
<p>7.2</p>	<p>The Criteria</p> <p>An application will be successful, if: the teacher:</p> <ul style="list-style-type: none"> • the teacher has been assessed as being highly competent in all elements of the teaching standards; and, • the teacher’s achievements and contribution to the Academy/Trust are substantial and sustained. <p>In this Trust, this means that the teacher has consistently</p> <ul style="list-style-type: none"> • demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period: • been assessed as meeting their performance management objectives over a sustained period; <p>and in addition that;</p> <ul style="list-style-type: none"> • teaching has been rated as good <u>overall</u>, with some outstanding, over a sustained period; • the teacher has demonstrated over a sustained period an ability to support some pupils to exceed expected levels of progress/achievement; • the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and pupils’ learning; • the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include <ul style="list-style-type: none"> ○ demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice; ○ contributing to policy and practice which has improved teaching and learning across the academy/Trust; <p><u>Sustained</u> means maintained continuously over a period of at least 3 years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year within this Trust, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria with the teacher’s previous employer.</p> <p>The Trust will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period.</p>
<p>7.3</p>	<p>The Assessment</p> <p>The Headteacher will assess all applications to be paid on the Upper Pay Range and make a recommendation to the CEO which will be taken to the pay committee.</p> <p>The Headteacher will use the evidence contained in the teachers’ performance management review paperwork to make their assessment.</p> <p>A teacher who has not been at the Trust for all of the 3 year assessment period, should provide their performance management review statement(s) from their previous employment with their application.</p>

A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.

7.4

Procedure

The Headteacher will discuss their recommendation with the teacher and the decision will be confirmed by 31 December by the CEO after agreement by the pay committee.

Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.

Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support through the performance management process to develop their skills with a view to them making a future successful application.

Teachers have the right to appeal any decision not to move them onto the Upper Pay Range. The appeals procedure is at section 21 of this policy.

8. ADDITIONAL ALLOWANCES

8.1 Teachers on the Main or Upper Pay Ranges may be paid an additional allowance as follows:

8.1.1 Teaching and Learning Responsibility (TLR) Payments

There are 3 TLR levels: TLR1, TLR2 and TLR3

TLR1	Ta	£1,702
TLR2	Tb	£4,945
TLR3	Tc	£11,160

TLRs may be awarded to teachers on the Main or Upper Pay Range. A teacher may not be in receipt of more than one TLR payment simultaneously.

Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, are set out in the staffing structure (see Appendix D).

TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.

TLR3 Allowances are paid for a fixed-term period, for delivery of a significant responsibility in relation to a clearly time-limited school improvement or one-off externally driven project.

The headteacher will determine what projects should attract a TLR3 Allowance and the value of those Allowances having regard to the context, nature and complexity of the responsibility.

The headteacher will invite teachers to express interest in relevant projects and will allocate TLR3s on the basis of an assessment, through professional dialogue, of which teacher has the relevant skills and knowledge required for the specific project.

In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.

Where a TLR is awarded, written notification will be given to the teacher of:

- the nature of the significant responsibility;

	<ul style="list-style-type: none"> the level of the payment; in the case of TLR3, the date on which the Allowance will end. 															
8.1.2	<p>Special Needs Allowances</p> <p>There is one special needs allowance consisting of five levels between a minimum and maximum amount.</p> <table border="1"> <tr> <td>SEN 1</td> <td>S1</td> <td>£2,270</td> </tr> <tr> <td>SEN 2</td> <td>S2</td> <td>£2,822</td> </tr> <tr> <td>SEN 3</td> <td>S3</td> <td>£3,374</td> </tr> <tr> <td>SEN 4</td> <td>S4</td> <td>£3,926</td> </tr> <tr> <td>SEN 5</td> <td>S5</td> <td>£4,479</td> </tr> </table> <p>The Pay Committee will determine which posts will attract an SEN Allowance according to the criteria set out in the Teachers Pay & Conditions Document which relate to teaching SEN pupils, and the amount of the Allowance in each case. Such posts are as set out in the Staffing Structure (see Appendix D).</p> <p>Where a post attracts an SEN allowance the amount of the allowance will be determined in each case by reference to:</p> <ul style="list-style-type: none"> whether any mandatory qualification is required; the qualification and/or expertise of the teacher relevant to the post; the relative demands of the post. <p>In determining the value of an SEN payment, due regard will be given to ensuring consistency, fairness and transparency.</p>	SEN 1	S1	£2,270	SEN 2	S2	£2,822	SEN 3	S3	£3,374	SEN 4	S4	£3,926	SEN 5	S5	£4,479
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8.2	<p>Unqualified Teacher Allowance</p> <p>The headteacher may determine that an additional Allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:</p> <ul style="list-style-type: none"> taken on a sustained additional responsibility which is: focussed on teaching and learning; and requires the exercise of a teachers' professional skills and judgement: or qualifications or experience which bring added value to the role s/he is undertaking. <p>The headteacher will determine the amount of any such allowances having due regard to consistency, fairness and transparency.</p>															
9.	LEADERSHIP GROUP PAY															
9.1	The Pay Range for Leadership Posts and the Salary Range will be determined on a case by case basis as set out in 9.1.2 below and will consist of an appropriate number of progression stages.															
9.1.1	<p>The CEO will determine the group size of the Academy. The leadership structure has been determined by the individual academy group size as set out in Teachers' Pay and Conditions.</p> <table border="1"> <tr> <td>Group</td> <td>Point range KS1 and 2 NOR X7 KS3 NOR X9 KS4 NOR X11 KS5 NOR X13</td> <td>HT Range Scope (Sept 20) £</td> <td>HT Range Scope</td> </tr> </table>	Group	Point range KS1 and 2 NOR X7 KS3 NOR X9 KS4 NOR X11 KS5 NOR X13	HT Range Scope (Sept 20) £	HT Range Scope											
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1	– 1,001	47,735 – 63,508	6-18
2	1,001 – 2,200	50,151 – 68,347	8-21
3	2,201 – 3,500	54,091 – 73,559	11-24
4	3,501 – 5,000	58,135 – 79,167	14-27
5	5,001 – 7,500	64,143 – 87,313	18-31
6	7,501 – 11,000	69,031 – 96,310	21-35
7	11,001 – 17,000	74,295 – 106,176	24-39
8	17,001 +	81,942 – 117,197	28-43

Where a person is appointed as Headteacher or Executive Headteacher of more than one Academy on a permanent basis, the group size and Salary Range will be determined by reference to the combined pupil numbers of all the schools and the overall responsibility of the post.

In setting the individual Salary Ranges for Leadership Posts the following will be taken into account:

- all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations;
- appropriate pay differentials with other staff;

9.1.2 Leadership

When determining the starting salary of a newly appointed member of the Leadership Group, consideration will be given to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range determined in Section 9.1.1. The starting salary will allow for performance progression over time.

Leaders will be paid on the Leadership Pay Range.

The CEO has determined the leadership structure in accordance with section 9.11.

Group	HT Range Scope	Canonium Learning Trust Academies			
		HT Range	HOS Range	DHT Range	AHT Range
1	6-18	8-14	6-11	1-5	1-3
2	8-21	15-21	9-14	4-8	2-5
3	11-24	18-24	12-17	7-11	4-8
4	14-27	21-27	15-20	10-14	7-11
5	18-31	25-31	18-23	13-17	10-14
6	21-35	29-35	21-26	16-20	13-17
7	24-39	33-39	24-29	19-23	16-20
8	28-43	37-43	27-32	22-26	19-23

The individual academy group for academic year 2021/22 is as follows:

Academy	NOR	EHCP	Points	Group
Kelvedon	453	16	3,219	3
D'Arcy	108	5	771	1
Finchingfield	69	1	486	1

9.1.3 Progression within the Salary Range will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy.

Determination of whether there has been “sustained high quality of performance” will be made in accordance with the criteria outlined in Appendix C of this Policy.

Based on an assessment of performance, a decision will be made whether the employee should move up a progression stage or stages. The degree of progression will be directly related to the assessed level of performance.

9.1.4	<p>Performance Progression is limited to the maximum of the Salary Range as determined in 9.1.1.</p> <p>Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>
9.1.5	<p>Where the employee's performance is assessed as not being of a sustained high quality, there will not be any performance pay increase. A decision not to award a performance pay increase may be made without recourse to capability procedures. However, those who fail to meet the minimum standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the employee will be supported through the performance management process to improve their performance.</p>
10.	ADDITIONAL PAYMENTS TO TEACHERS
10.1	Temporary Payments to the Headteacher
	<p>The Trust may determine that an additional temporary payment be made to a Headteacher for clearly defined responsibilities or duties which are in addition to, and have not previously been taken into account in setting, the permanent Salary Range under 9.1.1.</p> <p>The total sum of any additional payments set out in this section (and in 9.1.1) will not exceed 25% of the value of the Headteacher's point on the Leadership Pay Spine.</p>
	<p>Except where specified, the following payments may not be made to members of the Leadership Group. Where relevant, any additional payments must be made as part of their permanent Salary Range (as set out in 9.1.1 above) or as a temporary payment (as set out in 10.1 above).</p>
10.2	Continuous professional development undertaken outside the school day
	The Trust does not make payments for CPD outside of the school day.
10.3	Activities related to the provision of initial teacher training (ITT)
	The Trust does not make payments for ITT activities.
10.4	Participation in out of school learning activities
	Where a teacher undertakes 1:1 Tuition outside of the school day, they will be paid an out of school learning allowance payment of £31.50 per hour.
10.5	Provision of services to another school(s)
	<p>The Trust may authorise teachers, including Leadership Group, to undertake additional responsibilities and activities relating to the raising of standards in one or more other school/academy.</p> <p>Where such an agreement is authorised, the Trust will determine, what, if any, payment should be paid to the teacher and/or to other staff, in recognition of the associated additional responsibility and how much shall be retained by the Trust to cover associated costs such as administration or supply cover.</p> <p>Any payment to the Headteacher will be made under 10.1 of this Policy. Payments to other staff may include acting arrangements, temporary TLR3s or such other payment as are considered appropriate under TPCD.</p> <ul style="list-style-type: none"> All such payments are temporary with no entitlement to safeguarding when they cease.

10.6	<p>Recruitment and Retention Payments and Incentive</p> <p>The Trust may authorise, on a case by case basis, a payment or incentive to secure the recruitment, and/or to retain the services, of a teacher. In authorising such a payment, the following factors will be considered:</p> <ul style="list-style-type: none"> • that there is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience; • that there is a need to retain the skills, qualifications or experience of an individual; • whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school; • available financial resources; • market forces. <p>Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.</p> <p>Any such payment will be confirmed in writing, including details of:</p> <ul style="list-style-type: none"> • whether it is for the purpose of recruitment or retention; • the nature of the payment or incentive; • if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time; • the basis for any uplifts where applicable; • the date which the payment/incentive will be reviewed; <p>Leadership Group may only receive payments under this Section for reasonably incurred housing or relocation costs.</p>
10.7	<p>Acting Arrangements</p>
	<p>Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher, but has not been appointed in an acting capacity a determination will be made whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay & Conditions Document.</p>
11.	<p>PART TIME TEACHERS</p>
	<p>Teachers who work less than a full day or week are deemed to be part-time. The proportion of full-time will be calculated in accordance with the Teachers Pay & Conditions Document as follows:</p> $\frac{\text{Teacher's timetabled teaching time}}{\text{School's timetabled teaching time}} = \text{part-time percentage}$ <p>Part-time teachers will be expected to work a corresponding proportion of directed time and will receive a corresponding proportion of a full-time salary.</p>
12.	<p>SHORT NOTICE/SUPPLY TEACHERS</p>
	<p>Teachers who are engaged directly and work on a day-to-day basis or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers.</p> <p>Supply teachers working a whole day, including directed time, will initially have their salary calculated as an annual amount; it will then be divided by 195 and multiplied by the number of days worked.</p> <p>Supply teachers working less than a full day will be hourly paid. The salary will be</p>

	calculated as an annual amount and then divided by 1265 to determine the hourly rate, which will then be paid for hours worked, including any agreed payment for directed time.
13.	SUPPORT STAFF PAY
	The salary of support staff is as set out in their contract of employment.
13.1	<p>Starting salary</p> <p>The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, account will be taken of;</p> <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions.
13.2	<p>Pay Progression</p> <p>Annual progression within any pay range set out in the contract of employment, will be subject to the employee meeting the expectations as determined through the performance management process.</p>
13.3	<p>Part-time staff</p> <p>Support staff who work less than a full day, week and/or year are deemed to be part-time. The proportion of full-time will be calculated as follows:</p> <p>Hours per week x weeks per year (including holiday entitlement)</p> <p>-----</p> <p>37 x 52.14</p>
14.	SALARY SACRIFICE SCHEMES
	<p>The Trust operates a Salary Sacrifice Scheme in relation to:</p> <ul style="list-style-type: none"> • Child Care Vouchers* • Cycles/cycle safety equipment • Mobile telephones <p>Staff choosing to participate in a Scheme(s) will have their gross pay reduced according to the terms of the Scheme(s) for the duration of their participation.</p>
15.	PENSIONS
15.1	All regular salary payments and additional allowances and payments to staff within this policy, with the exception of some recruitment and retention benefits, are pensionable.
15.2	The Trust will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Trust recognises that, where this to be done, the DfE and/or pension regulator, where appropriate, may use their powers to substitute a notional salary for calculation of pension.
16.	SALARY SAFEGUARDING/PROTECTION
	<p>The Trust will ensure appropriate salary protection/safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document and for support staff in accordance with the schools' Redundancy and Re-organisation Procedure.</p> <p>Employees in receipt of a safeguarding sum will be expected to undertake commensurate work.</p>

17.	STAFFING BUDGET
	<p>The amount of money allocated to implementing the Pay Policy will be determined at the beginning of each financial year through the budget allocation process of the school. The Trust will endeavour to ensure that appropriate funding is allocated for performance pay progression at all levels.</p>
18.	EQUALITIES
	<p>The Trust recognises the principle of equal pay for work of equal value in the implementation of this policy. The Trust will take into account the salaries payable in comparable establishment, where possible, in setting pay levels.</p> <p>All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.</p>
19.	OVER/UNDER PAYMENTS
	<p>The Trust shall be entitled to deduct from salary any money which an employee may owe at any time.</p> <p>Support staff working less than 52 weeks have their annual salary spread evenly over 12 months, whereas their working hours are spread unevenly across the year due to school closure periods. When they leave employment, a calculation will be made to assess any over- or under-payment arising from this arrangement, and any over or underpayment will be adjusted in their final pay. Employees will be notified in advance of any adjustment.</p> <p>Should an overpayment occur in other circumstances the employee will be notified in writing of the full amount of the overpayment and agreement will be sought about a reasonable repayment schedule. In the absence of such an agreement the Trust will determine a reasonable recovery schedule, usually not exceeding 5% of the monthly gross, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement.</p> <p>Recovery of overpayments will be pursued in the case of former employees.</p> <p>In the case of underpayments, the Trust will apply appropriate refunds as soon as possible.</p> <p>Employees are expected to draw to the attention of their line manager any overpayment or underpayment as soon as possible. The Employer is expected to draw to the attention of the employee any overpayment or underpayment as soon as possible.</p>
20.	MONITORING
	<p>The Trust will monitor the outcome and impact of this policy annually assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of staff and the correlation between this and performance management reviews and outcomes for pupils.</p> <p>The pay of individual staff will remain confidential – shared only with those responsible for making pay decisions and managing administrative matters.</p>
21.	APPEALS PROCEDURE

21.1	<p>Staff have the right to make representations and to appeal about any aspect of their pay or pay progression in accordance with the appeals procedure within the policy, which meets, as a minimum, the statutory requirements on disputes resolution.</p> <p>Pay recommendations will be contained within Performance Management Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.</p>
21.2	<p>An employee may make a formal appeal against any decision on pay, which must be submitted in writing within 10 working days of receipt of written notification of that decision.</p> <p>The grounds of appeals are that the decision maker(s):</p> <ul style="list-style-type: none"> • incorrectly applied the provisions of the Teachers' Pay & Conditions Document / national / local terms and conditions • failed to have proper regard for statutory guidance; • failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence; • were biased; or • otherwise unlawfully discriminated against the employee.
21.3	<p>Appeals will be heard by a Pay Appeals Committee.</p> <p>The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a recognised Trade Union.</p> <p>The procedure for the conduct of the appeal meeting is at Appendix B.</p> <p>Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.</p> <p>The decision of the appeal committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.</p> <p>The decision of the Pay Appeals Committee is final and there is no recourse to the staff grievance procedure.</p> <p>The Headteacher and/or CEO shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the Pay Appeals Committee.</p> <p>The role of the Pay Appeal Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.</p>
22.	DATA PROTECTION
22.1	<p>A written record of all meetings conducted under this pay policy, including pay appeals, will be made, either by the person holding the meeting or by an alternative person arranged by the school to take notes.</p> <p>The Trust processes any personal data collected as part of the operation of the pay</p>

policy/pay appeals procedure in accordance with its data protection policy. The pay of individual staff will remain confidential.

Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of making decisions on pay, handling pay appeals or administering any pay decisions. All data collected will be held in accordance with the Trust's retention schedule. Inappropriate access or disclosure of employee data including individual staff salaries constitutes a data breach and should be reported in accordance with the Trust's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Trust's disciplinary procedure.

APPENDIX A:

PAY COMMITTEE TERMS OF REFERENCE

Clerking

The meeting of the Pay Committee shall be minuted.

Membership

Financial Lead of the **Trust Board**

Personnel Lead of the **Trust Board**

A member of the **Trust Board** appointed annually

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

Quorum

Three members

Meetings

The Pay Committee shall meet at least once annually, in the Autumn term.

Chair

The Pay Committee shall agree a chair for each meeting.

Decisions

Any decisions shall be made by a simple majority.

Terms of Reference

- To determine the Pay Policy for the Trust;
- To advise the Trust on current and future pay levels;
- To determine and/or monitor pay as appropriate in accordance with the Pay Policy.
- To approve applications to be paid on the Upper Pay Range
- To determine the application of inflationary increases as required;
- To monitor and report to the Trust on the annual pattern of performance pay progression

PAY APPEALS COMMITTEE TERMS OF REFERENCE

Clerking

The meeting of the Pay Appeals Committee should be minuted.

Membership

2 members of the academy concerned **Teaching and Learning Council** and 1 member of the **Trust Board**

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

Quorum

Three members

Meetings

The Pay Appeals Committee shall meet on an as required basis.

Chair

The Pay Appeals Committee shall agree a chair for each meeting.

Decisions

Any decisions shall be made by a simple majority.

The Pay Appeal Committee's decision will be final, notwithstanding the employee's right in law.

Terms of Reference

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

APPENDIX B

PAY APPEALS MEETING PROCEDURE

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Pay Committee and the Pay Appeals Committee. The Headteacher/CEO may attend to provide information and advice (except where s/he is the appellant).

1. Introductions and opening remarks
2. Member of staff and/or representative to present case
 - School representative to ask questions
 - Pay Appeals Committee to ask questions
3. School to respond

This may include calling on the Performance Management Reviewer and/or a member of the Pay Committee/headteacher/CEO where they are not presenting the case to add any relevant information / answer question (where applicable)

 - Member of staff and/or representative to ask questions
 - Pay Appeals Committee to ask questions
4. Employee or representative to make closing statement
5. School to make closing statement
6. Both parties withdraw to allow Pay Appeals Committee to consider their decision
7. Either both parties invited back to hear decision or the decision will be communicated in writing within 48 hours.

APPENDIX C

PERFORMANCE PAY PROGRESSION - LEADERSHIP

To achieve progression on the Leadership Pay Scale, individuals must have demonstrated sustained high quality performance. In making judgements against this criterion and in determining whether there should be progression, consideration will be given to whether the individual has grown professionally by developing their leadership; and (where relevant), teaching, expertise.

In considering whether there has been professional growth, the following description of a person on the leadership scale will be considered:

- Those on the leadership spine play a critical role in the life of the academy/Trust.
- They inspire those around them and work with others to create a shared strategic vision which motivates pupils and staff.
- They take a lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others
- They have confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

To achieve progression (and for the above to be satisfied), there will need to have been a successful performance management review.

A successful performance management review involves a process of:-

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

Note: It is expected that a teacher's performance objectives will define what needs to be achieved to demonstrate that the individual has grown professionally by developing their leadership and (where relevant) teaching expertise.

APPENDIX D

STAFFING STRUCTURE – ACADEMIC YEAR 2021/22

ROLE	ACADEMY								
	Canonium		Kelvedon		D'Arcy		Finchingfield		
	Aim	Actual	Aim	Actual	Aim	Actual	Aim	Actual	
CEO	0.2	0.2							
Finance Dir	1	1							
Operational Dir	0.2	0.2							
T+L Dir	0.2	0.2							
Executive HT								1	
Headteacher			1	1	1	1	1	0	
Head of School								1	
Deputy HT			1	1		1		1	
Assistant HT									
SENDCO			0.4	0.4	0.2	0.2	0.2	0.2	
Teacher	Main		13	13.8	3	3	3	2	
	Nursery		1	1					
	ASC		1	1					
Ap Tch ISA LSA	Main		9 + 8PT	9 +12PT	4	4	2 + 1PT	2	
	Nursery		2	2					
	ASC		3	3					
Support Staff	Finance	0.4	0.4	0.3	0.3	0.4	0.4	0.4	1
	Admin			2	2	0.6	0.6	0.6	1
	Site			1	1	1	1	1	0
	MDA			7	7	2	2	1	1
	Cleaning								
Catering									

Leadership Pay Ranges

Academy	HT Range	HOS Range	DHT Range	AHT Range				
Kelvedon	18-24	12-17	7 - 11	4 - 8				
D'Arcy	8-14	6-10	1 - 5	-				
Finchingfield	8-14	6-10	1 - 5	-				
*Variation 2021/22 recognition of MAT roles (CEO and Operational director)								
Kelvedon	18-26*	12-18*	7-12	4-8				

** During the establishment and early growth of the MAT, roles and responsibilities were delivered by existing members of the leadership team. Any subsequent growth or development of new roles, from September 2021, will be openly advertised across the trust, or wider if necessary, to ensure open transparency and equal opportunity of recruitment.

This table is a guide to the possible ‘tipping points’ as the Canonium Learning Trust grows and develops:

Number of Academies	CEO	Finance Director	Operational Director	Teaching and Learning Director	Executive Headteacher
1	By name as accounting officer	Part of normal role	Part of normal role	N/A	N/A
2	1 day p/w	2 days p/w	1 day p/w	N/A	As required
3	1 day p/w	FT	1 day p/w	1 day p/w	
4	2 days p/w	FT	1 day p/w	2 days p/w	
5	3 days p/w	FT	2 days p/w	2 days p/w	
6	3 days p/w	FT	2 days p/w	2 days p/w	
7	4 days p/w	FT	2 days p/w	2 days p/w	
8	FT	FT	3 days p/w	3 days p/w	

APPENDIX E: (awaiting the latest figures for Sept 22)**LEADERSHIP PAY STRUCTURE 1st September 2021**

	England (excl. the London Area)	Inner London Area	Outer London Area	Fringe Area
1	£42,195	£50,167	£45,542	£43,356
2	£43,251	£51,229	£46,601	£44,415
3	£44,331	£52,313	£47,676	£45,495
4	£45,434	£53,414	£48,785	£46,604
5	£46,566	£54,552	£49,919	£47,737
6	£47,735	£55,715	£51,082	£48,901
7	£49,019	£57,003	£52,371	£50,190
8	£50,151	£58,132	£53,499	£51,314
9	£51,402	£59,380	£54,750	£52,568
10	£52,723	£60,701	£56,072	£53,888
11	£54,091	£62,066	£57,436	£55,254
12	£55,338	£63,319	£58,688	£56,506
13	£56,721	£64,700	£60,073	£57,890
14	£58,135	£66,114	£61,479	£59,302
15	£59,581	£67,556	£62,926	£60,744
16	£61,166	£69,146	£64,514	£62,333
17	£62,570	£70,552	£65,921	£63,746
18	£64,143	£72,125	£67,496	£65,310
19	£65,735	£73,715	£69,087	£66,900
20	£67,364	£75,345	£70,713	£68,536
21	£69,031	£77,011	£72,383	£70,204
22	£70,745	£78,725	£74,090	£71,914
23	£72,497	£80,472	£75,842	£73,661
24	£74,295	£82,277	£77,643	£75,466
25	£76,141	£84,119	£79,489	£77,307
26	£78,025	£86,001	£81,372	£79,195
27	£79,958	£87,933	£83,305	£81,124
28	£81,942	£89,919	£85,290	£83,105
29	£83,971	£91,953	£87,316	£85,139
30	£86,061	£94,039	£89,406	£87,221
31	£88,187	£96,168	£91,539	£89,357
32	£90,379	£98,355	£93,724	£91,549
33	£92,624	£100,604	£95,975	£93,795
34	£94,914	£102,894	£98,263	£96,083
35	£97,273	£105,253	£100,620	£98,443
36	£99,681	£107,658	£103,026	£100,848
37	£102,159	£110,142	£105,509	£103,327
38	£104,687	£112,664	£108,037	£105,855
39	£107,239	£115,215	£110,584	£108,402
40	£109,914	£117,898	£113,266	£111,086
41	£112,660	£120,645	£116,010	£113,828
42	£115,483	£123,461	£118,828	£116,653
43	£117,197	£125,098	£120,513	£118,356

Appendix F:

Application form for Upper Pay Range

Application to be paid on the Upper Pay Range

Eligibility criteria

- In order to be apply you will need to hold Qualified Teacher Status on the date of your application.
- To be paid on the Upper Pay Range you must be assessed as meeting the expectations set out in the Pay Policy (these can also be found at the end of this form).
- Please enclose copies of appraisal reports to support your application. You may submit addition evidence if you wish to do so to support your application.
- Print, sign and date the form, keeping a copy and pass it to your head teacher by **31 October**.

Name:.....

I confirm that I am applying to be paid on the Upper Pay Range with effect from 1 September 20.....

I consider that I meet the criteria to be paid on the Upper Pay Range as set out in my school's Pay Policy and enclose copies of my last three Performance Management Review Statements which contain the evidence to support this.

Signed:.....

Date:.....

[To be completed by the Headteacher]

Application for Upper Pay Range Assessment for
(teacher's name)

The criteria for Upper Pay Range *have / have not* been met.* (*delete as applicable)

Signed:.....

Date.....

.The Teaching Standards *have / have not* been met throughout the assessment period

Explanation/evidence (include assessment of quality of teaching overall during the assessment period and outcomes for pupils.)

Performance Management objectives *have / have not* been met through the assessment period

Explanation/evidence

Evidence of contribution to the wider school development and ethos

Evidence of personal responsibility for CPD and application and impact of this development

Other comments

Upper Pay Range criteria

An application will be successful, if the headteacher and the Pay Committee are satisfied that:

- the teacher is highly competent in all elements of the teaching standards; and,
- the teacher's achievements and contribution to the school are substantial and sustained.

In this school, this means that the teacher has consistently

- demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period:
- been assessed as meeting their performance management objectives over a sustained period;

and in addition that;

- teaching has been rated as good overall, with some outstanding, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support some pupils to exceed expected levels of progress/achievement;
- the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and pupils' learning;
- the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include
 - demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;
 - contributing to policy and practice which has improved teaching and learning across the school;

Sustained means maintained continuously over a period of at least 3 school years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year at this school, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.

NB Only 2 years' worth of evidence will be required from teachers who are on the equivalent of old points M4, M5 or M6 on 1 September 2013, so that they are not disadvantaged in comparison to the previous Threshold criteria.

The school will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period.