



THE SALTERNS ACADEMY TRUST

**PAY POLICY FOR TEACHERS
2020 – 2021**

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This policy will be reviewed annually by the Trust Pay and Conditions Committee.

INTRODUCTION

1. This policy sets out the framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with the recognised unions. A copy of this policy will be sent to all staff and a copy of all relevant documents on pay and conditions will be made available to staff by the school.
2. In adopting this pay policy the aim is to :
 - Assure the quality of teaching and learning at the school, by basing pay progression on teacher performance
 - Support recruitment and retention and reward teachers appropriately; and
 - Ensure accountability, transparency, objectivity and equality of opportunity¹
3. The Trust will maintain teachers' previous pay entitlements in accordance with the principle of pay portability and ensure that teachers suffer no financial detriment as a consequence of the changes to the teachers' pay structure from September 2013 onwards.

The only exception to this pay portability principle would be when a new recruit has a salary that is in excess of that which would have been achieved through pay progression with similar experience and performance at School level.

4. Pay decisions for the Trust are made by the Trust Pay and Conditions Committee as set out in Appendix 1. The Trust will be responsible for the establishment and review of the pay policy and will have full authority to take pay decisions in accordance with this policy. The Headteacher of each school will be responsible for advising the Committee on its decisions.

PAY REVIEWS

5. The Trust will ensure that each teacher's salary is reviewed annually with effect from 1st September and that each teacher is notified of the outcome by no later than 31st October each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled. The Headteachers' pay is reviewed annually and a written statement of the outcome of this pay review is provided by the Local Governing Body by 31st December each year.
6. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.
7. Where a pay determination leads or may lead to the start of a period of safeguarding, the Trust will give the required notification as soon as possible and no later than one month after the date of the determination.

¹ Including compliance with equalities legislation ie Employment Rights Act 1996, Employment Relations Act 1999, Employment Act 2002, Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and Equalities Act 2010/2012

BASIC PAY DETERMINATION ON APPOINTMENT

8. The Pay and Conditions Committee will determine the staffing structure and appropriate pay ranges each year. On appointment of new staff, the Headteacher of each school will determine the starting salary within that range to be offered to the successful candidate.
9. In making such determinations, the Trust will apply the following policy:

Classroom teacher posts

10. The Trust has established the following pay scale range for classroom teacher posts paid on the Main Pay Range and Upper Pay Range, based upon the recommended minimum and maximum levels for each pay scale in the 2020 STPCD:

Main Pay Scale Range:	Minimum £24,373*	Maximum £35,971*
Upper Pay Scale Range:	Minimum £37,654*	Maximum £40,490*

*subject to annual review (see paragraph 46)

The Trust will adopt the PCC published progression points between these minima and maxima, as long as these conform with the nationally published union recommended points

11. The Trust undertakes that it will not restrict the pay range advertised for starting salary and pay progression prospects available for classroom teacher posts, other than the minimum of the Main Pay Range and the maximum of the Upper Pay Range.
12. Pay Progression annual increments within the Main Pay Scale will be at the following levels:

School Expected Performance:	one point on the agreed scales
School Outstanding Performance:	one point on the agreed scales and an additional reward payment of £1000*, payable in November

*subject to annual review

13. Pay Progression annual increments within the Upper Pay Scale will be at the following levels:

School Highly Competent Performance:	one point on the agreed scales
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(Refer to Appendix 4 for an illustration of School Pay Progression).

14. The Trust will apply the principle of pay portability in making pay determinations for all new appointees as follows:
 - a. When determining the starting pay for a classroom teacher taking up their first appointment as a qualified teacher, the Trust will pay the teacher on the minimum of the Main Pay Scale.
 - b. When determining the starting pay for a classroom teacher who has service as a qualified teacher in a maintained school, Academy, City Technology College, Independent School, UTC or Further Education including Sixth Form Colleges, or in countries outside England and Wales in the maintained sector of the Country concerned, the Trust will determine a starting pay which is the lower of the following:
 - i. The appointee's previous pay level;
 - ii. The pay level which would be paid to a qualified teacher at who had successfully been appraised for every year of their service at Expected Performance.

Where the appointee has been previously paid on the Upper Pay Scale, the Trust will need to be provided with evidence that the appointee meets the criteria for access to the Upper Pay Scale. The Trust will then determine the appointee's starting salary based on the lower of the following:

- i. The appointee's previous pay level;
- ii. The pay level which would be paid to a qualified teacher who had successfully been appraised for every year of their service at School Expected Performance and meets the criteria for access to the Upper Pay Scale.

Unqualified teacher posts

15. Pay Scale Range: Minimum: £17,682* Maximum: £27,965*

Pay Progression: School Expected Performance increment: one point on the agreed scales

*subject to annual review (see paragraph 46)

The Trust will only seek to recruit unqualified teachers in exceptional circumstances, for example when no suitable qualified teacher can be recruited.

Appointees will be paid at a pay level on the Unqualified Teacher Pay Scale which is commensurate with their skills and experience as determined by the Trust.

Leadership teacher posts

16. The pay ranges for the Leadership teacher posts will be determined in accordance with the criteria specified in the 2018 STPCD and ensuring fair pay relativities.
17. The Trust has established the following standard pay ranges for the Leadership teacher posts:

Headteacher Pay Range:

- Admiral Lord Nelson School: L28 – L35 (currently £79,748 – £94,669)
- Trafalgar School: L27 – L34 (currently £77,818 - £92,373)

Deputy Headteacher Pay Range:

- Admiral Lord Nelson School: L18 – L25 (currently £62,246 - £74,103)
- Trafalgar School: L17 – L21 (currently £60,895 - £67,183)

Assistant Headteacher Pay Range:

- Admiral Lord Nelson School: L14 – L17 (currently £56,579- £60,895)
- Trafalgar School: L13 – L16 (currently £55,202 – £59,208)

Leadership Posts: (currently £41,065 - £55,202)

These ranges are reviewed by the Trust Board Pay and Conditions Committee on an annual basis; this review may include a change to the Individual School Range (ISR) outlined above, should the Directors deem this to be appropriate for retention purposes or to reflect a significant change in role.

18. Discretionary payments to the Headteacher will be determined in accordance with the provisions of the 2020 STPCD and will be reviewed annually.

19. The Trust will normally appoint new leadership teachers at the bottom point of the relevant pay range.
20. The Trust will pay teachers as Deputy Heads, Assistant Headteachers or other Leadership posts only where the Trust is satisfied that in the context of the teacher's duties, the role includes a significant responsibility that is not required of all classroom teachers or TLR holders, and that the role:
 - a. is focused on teaching and learning;
 - b. requires the exercise of a teacher's professional skills and judgement;
 - c. requires the teacher to lead and manage the school through:
 - development of teaching and learning priorities across the school;
 - accountability for the standards of achievements and behaviour of students across the school;
 - accountability for the planning and deployment of the school's resources;
 - leading policy development and implementation across the school in accordance with statutory provisions;
 - managing whole school operational activity;
 - working with external bodies and agencies; and
 - securing students' access to their educational entitlements;
 - d. has impact on the educational progress of the school's students;
 - e. involves leading, developing and enhancing the teaching practice of the school's staff; and
 - f. includes line management responsibility for a significant number of people and/or the line management of other line managers.
21. In the case of a Deputy Headteacher post, the Trust must also be satisfied that this significant responsibility features a job weight which exceeds that expected of an Assistant Headteacher employed in the same school, including responsibility for discharging in full the responsibilities of the Head in the absence of the Headteacher.

PAY PROGRESSION BASED ON PERFORMANCE

22. The arrangements for teacher appraisal are set out in the Trust's appraisal policy.
23. Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, pay decisions will be made by means of the statutory induction process.
24. To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions. The Headteacher of each school will review all pay recommendations prior to making recommendations for pay progression to the Trust Pay and Conditions Committee.
25. The evidence used will be only that available through the appraisal process.

26. Where teachers have joined the school part way through an appraisal cycle, the Headteacher will, where necessary, seek evidence from the previous schools to assist pay recommendations alongside the evidence provided by the teachers themselves.
27. Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Trust Pay and Conditions Committee, having regard to the appraisal report and taking into account advice from the Headteacher and the Senior Leadership Team.
28. The Local Governing Body will allocate appropriate funding for pay progression for all eligible teachers.
29. All teachers can expect progression to the top of their pay range as a result of successful appraisal reviews.
30. The Trust Pay and Conditions Committee will make pay decisions according to the criteria for progression set out in paragraphs 31 to 35.
31. There are two levels of reward for pay progression on the Main Scale: one for 'School Expected Performance' and one for 'School Outstanding Performance'. These are outlined in each school's Appraisal Policy.

The 'School Expected Performance' increment will be one point on the agreed scales
The 'School Outstanding Performance' increment will be one point on the agreed scales and an additional reward payment of £1000

Pay progression on the Upper Scale is determined by meeting the standards for School Highly Competent Performance

The School Highly Competent Performance increment will be one point on the agreed scales.

NQTs who successfully complete their induction period will be awarded pay progression at the 'School Expected Performance' increment level. NQTs would not normally be eligible for the 'School Outstanding Performance' increment, although the Trust Pay and Conditions Committee would retain the discretion to award this in exceptional circumstances.

An initial recommendation for pay progression to the Headteacher will be made as a result of the annual appraisal process by the teacher's appraiser; the appraisee will be required to produce evidence to show that they have met their annual appraisal targets and also evidence to demonstrate that they meet the criteria for 'School Expected Performance' or 'School Outstanding Performance' if they are on Main Scale or School Highly Competent Performance if they are on the Upper Scale

The Headteacher will physically review all evidence and the initial recommendations for pay progression; this is the means of ensuring equity of decision-making for pay progression across the different appraisers at the School.

Teaching staff who have been absent from work for a significant period of time, must present their evidence of meeting appraisal targets to the Headteacher for consideration.

Where the Headteacher disagrees with the initial recommendation or upholds a decision for no pay progression, the teacher will be offered an opportunity to meet with the Headteacher to discuss the matter and an opportunity to provide additional evidence. The Headteacher will then make a final written recommendation for the teacher's pay progression to the Trust Pay and Conditions Committee; when no pay progression is recommended the Headteacher will also report this to the Trust Pay and Conditions Committee in writing.

A teacher who is not awarded pay progression will be eligible to request additional professional development and support in the subsequent appraisal cycle from school leaders and other colleagues to support their professional development as they aim to gain pay progression in the next pay cycle.

Annual pay recommendations will initially be made to the Headteacher by 1st October; final pay recommendations to the Trust Pay and Conditions Committee will be made by the Headteacher and pay decisions communicated to staff by 31st October. Where pay progression is awarded it will be backdated to 1st September.

Where the award of an increment would take a teacher beyond the top of the Main Scale or the Upper Pay Scale, the teacher's salary will be paid at the maximum of the Pay Scale.

Classroom Teachers on the Main Pay Range

32. Classroom teachers will be awarded pay progression on the Main Pay Scale range following each successful appraisal review.

Outstanding performance will be rewarded with an additional reward payment

The criteria for School Expected Performance and School Outstanding Performance includes a range of measures relating to student outcomes, quality of teaching, engagement in the teacher's own professional development and supporting the development of others.

Classroom Teachers on the Upper Pay Range

33. Classroom teachers will be awarded annual progression within the Upper Pay Scale range following each successful appraisal review, during which they will also be required to demonstrate that they continue to meet the standards of 'highly competent' **and** making a 'substantial and sustained contribution to the school'

The criteria for Highly Competent is detailed in each school's appraisal policy.

Unqualified Teachers

34. Unqualified classroom teachers are only employed in exceptional circumstances but will be expected to complete an Appraisal cycle. In the event that an Appraisal cycle is successfully completed and the unqualified teacher meets the School Expected Performance Standard, they will be eligible for pay progression on the Unqualified Teacher Pay Scale.

Leadership teachers

35. The Headteacher, Deputy Headteachers, Assistant Headteacher(s) and those on the Leadership spine will be awarded additional scale points in accordance with the provisions of the 2020 STPCD ie, they must demonstrate sustained high quality of performance in respect of school leadership and management and student progress.

Where the award of an extra scale point would take the Leader beyond their pay range, the salary will remain at the top of the pay range.

The Trust Board may review the standard pay ranges for Leadership teachers when it deems it appropriate for retention purposes or to reflect a significant change in role; in such circumstances the Trust Board may recommend to the Trust Pay and Conditions Committee, a pay range on an Individual School Range that exceeds the standard pay range stated in paragraph 17.

MOVEMENT TO THE UPPER PAY RANGE

Applications and Evidence

36. Any qualified teacher may apply to be paid on the Upper Pay Scale Range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the Upper Pay Scale Range.
37. Teachers will be eligible to apply for progression to the Upper Pay Scale range when they can demonstrate that they meet the School Upper Pay Range Progression criteria and hence are 'highly competent' and make a 'substantial and sustained contribution to the school'
38. Application for progression onto the Upper Pay Scale must be made in writing to the Headteacher by 1st September, using the School Application Form. The Appraisal process will take place as normal, running alongside this application.
39. Application for progression onto the Upper Pay Scale requires the submission of evidence to the Headteacher, at the point of application, that the teacher meets School definitions of 'highly competent' **and** is 'making a substantial and sustained contribution to the school'. The Headteacher will then use this evidence to make recommendations to the Trust Pay and Conditions Committee.
40. If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the Upper Pay Range in that school or schools. This school will not be bound by any pay decision made by another school.

The Assessment

41. An application from a qualified teacher will be successful where the Trust Pay and Conditions Committee is satisfied that:
 - a. The teacher is highly competent;
 - b. The teacher's achievements and contribution to the school are substantial and sustained.

Process and Procedures

42. The assessment will be made by 31st October. If successful, applicants will move to the Upper Pay Range from the previous 1st September and will be placed at the minimum of the Upper Pay Scale Range; in this appraisal cycle the teacher will NOT be entitled to receive any other pay progression increment. If unsuccessful, feedback will be provided by the Headteacher as soon as possible and at least within five working days of the decision; it will cover the reasons for the decision and the appeals arrangements available to the teacher. Any appeals against a decision not to progress the teacher to the Upper Pay Range will be heard under the school's general appeals arrangements.

PART-TIME TEACHERS

43. Teachers employed on an on-going basis at the school but who work less than a full working week are deemed to be part-time. The Trust will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the school's timetabled teaching week for a full-time teacher in an equivalent post. Any additional hours worked by agreement from time to time will be paid at the same rate.

SHORT NOTICE/SUPPLY TEACHERS

44. Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; period of employment for less than a day being calculated pro-rata.
45. Teachers who are employed to teach for the full teaching day will be paid at a daily rate of 1/195th of the annual pay they would receive if engaged on a regular contract. Teachers who work less than a full day will be hourly paid and will also have their salary calculated as an annual amount which will then be divided by 195 then divided again by the proportion of the full teaching day which they teach to arrive at the hourly rate.

PAY INCREASES ARISING FROM CHANGES TO THE STPCD

46. The Trust is committed to award the pay uplift to existing pay points and allowances for all teachers from September of every year in accordance with the outcome of the School Teachers' Review Body (STRB) pay review process.

DISCRETIONARY ALLOWANCES AND PAYMENTS

Teaching and Learning Responsibility Payments (TLRs)

47. The Trust pays TLR 1 and 2 payments to teachers as indicated in the attached staff structure, in accordance with the pay ranges specified in the STPCD and the following levels and values currently apply:

TLR 1a:	£8069*	TLR 2a:	£2,766*
TLR 1b:	£9,665*	TLR 2b:	£4,532*
TLR 1c:	£11,360*	TLR 2c:	£6,829*
TLR 1d:	£13,654*		

*subject to annual review (see paragraph 46)

48. The criteria for the award of TLR 1 and 2 payments are as follows:

Before awarding any TLR 1 or 2 payment, the Trust must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that it:

- a. is focused on teaching and learning;
 - b. requires the exercise of a teacher's professional skills and judgement;
 - c. requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage student development across the curriculum;
 - d. has an impact on the educational progress of students other than the teacher's assigned classes or groups of students; and
 - e. involves leading, developing and enhancing the teaching practice of other staff.
49. In addition, before awarding a TLR 1 payment, the Trust must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.
 50. Teachers will not be required to undertake permanent additional responsibilities without payment of an appropriate permanent TLR 1 or TLR 2 payment.

51. The Trust will from time to time make TLR 3 payments under the advice of the Headteacher. The proposed responsibilities, level of payment (within the current published range of £600 and £2,700) and the duration of payment will be agreed and set out clearly.
52. Before making any TLR 3 payment, the Trust must be satisfied that the responsibilities meet a, b and d of the criteria in paragraph 48; that they are being awarded for time-limited school improvement projects or externally driven responsibilities; and that the responsibilities are not a permanent or structural requirement which should instead be rewarded by means of a permanent TLR 1 or TLR 2 payment.
53. The Trust will ensure that the use of TLR 3 applies only to clearly time-limited school improvement project or one-off externally driven responsibilities and where there is a genuine development or operational need. TLR 3 payments will not be used to replace or otherwise limit teachers' pay progression on the Main or Upper Pay Ranges.

SAFEGUARDING

54. The Trust will operate salary safeguarding arrangements in line with the provisions of the appropriate STPCD.

APPEALS

55. The arrangements for considering appeals on pay determination are set out in Appendix 2 of this policy.

MONITORING THE IMPACT OF THE POLICY

56. The Trust Pay and Conditions Committee will monitor the outcomes and impact of the policy on a regular basis in the spring term of each academic year. An annual written report on the operation of the pay policy, recording pay decisions taken and equality impact, will be published in the spring term of each academic year; the report will include trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation. This monitoring, together with budgetary monitoring, will then be used to inform the annual Pay Policy review in the summer term.

SALTERNS ACADEMY TRUST PAY AND CONDITIONS COMMITTEE

TERMS OF REFERENCE

Constitution and Authority

The Salterns Academy Trust Board of Directors (“the Board” has resolved to establish a Pay and Conditions Committee (“the Committee”) to advise the Board on matters relating to the Trust’s staffing organisation and all matters relating to pay and appraisal arrangements.

The Committee is responsible to the Board.

The Committee has delegated powers to determine the pay policy and annual salary for all staff in the Trust and to approve the organisation structure.

The Committee’s Terms of Reference are adopted by the Board and may only be changed with the approval of the Board.

The Committee’s members will be appointed annual by the Board. The Committee will consist of a minimum of six Directors as follows:

- Chair or Vice Chair of the Trust who will act as Chair
- At least one Independent Director
- Chief Executive Officer
- Headteacher of Admiral Lord Nelson School
- Headteacher of Trafalgar School

- The Chairs of the LGB’s will attend the Autumn meeting of the Committee to feedback the findings of the Headteacher Performance Management reviews

The Director of HR will act as Clerk to this committee: the minutes are confidential and will not be circulated.

Employees of the Trust will withdraw when their pay or conditions are discussed.

Directors who are not members of the Committee should have the right of attendance.

The Board will determine how often the Committee will meet. This will be a minimum of 3 times a year. The Chair or any two members of the Committee can call an extra meeting at any time.

The committee will be quorate if at least 3 voting members are present, which must include the Chair or Vice Chair of the Trust and the Independent Director.

The Committee will report to the Board on any decisions taken in accordance with its delegated powers and with due regard to confidentiality.

The minutes of the Committee’s meeting are confidential to its members and Trust records only.

The Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any employee of the Trust and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised to obtain any outside legal or independent professional advice it considers necessary.

Duties

The main purposes of the committee are as follows:

To determine Pay Policy for all staff employed by the Trust, reviewing the Policy annually.

To review the application of the Pay Policy and monitor its impact from an equalities perspective reporting the actions to the Director of HR in order to facilitate any changes.

For Teaching staff: carry out the annual salary review process for teaching based on outcomes from the Appraisal process. The review will be carried out in the context of the Trust's management structure and its Appraisal and Pay Policies.

For the Executive Officers: Following the Chief Executive Officer's and Headteachers' Performance Management Review, to agree the salary of the Chief Executive Officer and Headteachers.

For the Leadership Groups: to review annually the salary of the Leadership Group in accordance with each school's management structure and Appraisal and Pay Policies.

To ensure the fair application of the Pay Policy, taking into account all Equalities legislation.

The Committee will be convened 3 times annually:

- In the autumn term to respond to the recommendations from the Chief Executive Officer and Headteachers for pay progression in accordance with Pay Policies for Teachers and Support Staff.
- In the spring term to monitor the impact of the Pay Policy.
- In the summer term to agree the organisation structure, the teaching and support staff salary reviews and to review the pay policies.

PAY APPEALS PROCEDURE

The Trust is committed to ensuring that appeals against pay decisions meet the requirements of the dispute resolution provisions of employment law.

The process set out below is consistent with the dispute resolution provisions of employment law and may be adopted by the school as the means by which appeals against pay decisions are considered.

Teachers may seek a review of any determination in relation to their pay or any other decision taken by the Trust (or a committee or individual acting with delegated authority) that affects their pay.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination:

That the person or committee by whom the decision was made:

- a. incorrectly applied any provision of the STPCD which has been adopted by the Trust;
- b. failed to have proper regard for statutory guidance;
- c. failed to take proper account of relevant evidence;
- d. took account of irrelevant or inaccurate evidence;
- e. was biased; or
- f. otherwise unlawfully discriminated against the teacher.

The order of proceedings is as follows:

1. The teacher receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
2. If the teacher is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher within 10 working days of the decision.
3. Where this is not possible, or where the teacher continues to be dissatisfied, he/she may follow a formal appeal process.
4. The teacher should set down in writing the grounds for questioning the pay decision and send it to the person (or committee) who made the determination, within 10 working days of the notification of the decision being appealed against or of the outcome of the discussion referred to above.
5. The committee or person who made the determination should provide a hearing, within 10 working days or receipt of the written appeal, to consider the appeal and give the teacher an opportunity to make representations in person. Following the hearing the employee should be informed in writing of the decision and the right to appeal.
6. Any appeal should be heard by a panel of three governors who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision.

For any formal meeting the teacher is entitled to be accompanied by a colleague or union representative. Each step and action of this process must be taken without unreasonable delay. The timing and location of formal meetings must be reasonable. Formal meetings must allow both parties to explain their cases.

The procedure for the conduct of formal meetings shall be as follows:

Introductions

- Chair introduces everyone and what their role is:
- Self as Chair
- Other panel member(s) (if applicable)
- Employee
- Employee representative
- Any witnesses for the employee side
- Management representative who will state the management case
- Any witnesses for the management side
- Person who will clerk the meeting
- HR manager to give advice to the panel

Goes over the order of the hearing:

- Employee will state their case
- Chair asks questions of the employee/employee representative
- Chair invites panel (if applicable) to ask questions
- Management will state their case
- Chair asks questions of the management
- Chair invites panel (if applicable) to ask questions
- Chair to sum up both sides
- Chair to adjourn hearing to deliberate

The employee case

Employee/representative presents employee case:

- What is the evidence that supports their case
- Introduces any witnesses

Chair asks questions

Chair opens the discussion to the panel (if applicable)

The management case

Management representative presents management case:

- What is the evidence that supports the disputed pay decision
- Introduces any witnesses

Chair asks questions

Chair opens the discussion to the panel (if applicable)

Summing Up

If appropriate, the Chair can sum up the key points on both sides.

End of Hearing

Chair ends the hearing and advises employee that they will let him/her have the panel's decision in writing within timescale.

Chair advises employee that he/she will have a right of appeal and that the letter will contain full details

Decision-making

HR clerk notes main points of panel discussion and their decision.

Panel obtains HR advice if required to inform their decision-making.

Communication of decision

Employee is notified of decision.

Decision and reason for the decision confirmed in writing.