



Interaction & Communication

— Academy Trust —

Pay Policy

Date Published	July 2021
Approved Date	March 2022
Review Cycle	Annual
Review Date	March 2023

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1. Introduction

- 1.1 This Pay Policy has been adopted by Interaction and Communication Academy Trust (ICAT) and applies to all staff employed to work at the schools in the Trust and as part of the Central Trust team which form part of the Interaction and Communication Academy Trust (hereafter referred to as the 'Trust').
- 1.2 This Pay Policy has been consulted on with recognised trade unions and this document replaces any previous documents adopted by the Trust or the school's Governing Body or any documents which may have transferred under TUPE.
- 1.3 This policy sets out the framework for making decisions on Trust Central Staff, School Leadership posts, teachers (including Leadership, Leading Practitioner and Unqualified Teachers) and support staff pay.
- 1.4 It has been developed to comply with current legislation and the requirements of the current School Teachers' Pay and Conditions Document (STPCD) as well as the Conditions of Service for Teachers in England and Wales (The Burgundy Book) for Teachers and Local Government (NJC) pay ranges for support roles. The Trust will consult the School Teachers Review Body report on an annual basis before making a decision on teacher pay range changes. In the event of any inadvertent contradictions, statutory guidance will take precedent.
- 1.5 Pay for Trust Central Staff may vary from the terms outlined in 1.4 above as Central Trust staff will be employed on "Trust" terms and conditions. The Directors reserve the right to follow NJC terms or to determine its own terms, conditions and pay rates.
- 1.6 Pay recommendations for existing employees are made by School Principals. This is with the exception of the School Principals and Trust Central Staff, whose pay is determined by the Board of Directors, with any appeals heard by Trustees.
- 1.7 Ultimately, all pay and recruitment decisions for the Trust are the responsibility of the Board of Directors who reserves the right to delegate this function to the Chief Executive Officer or to the Remuneration Committee as appropriate.

2. Aims

- 2.1 In adopting this pay policy, the aim of the Trust is to:
 - maximise the quality of provision and outcomes for all students within the Trust
 - support the overall aims and priorities as stated in the School Improvement Plan
 - support the recruitment and retention of a high-quality workforce
 - enable the Trust to recognise and reward staff appropriately for their contributions
 - help to ensure that decisions on pay are managed in a fair, just, and transparent way
 - support the appraisal policy and the principles that underpin it

- ensure that all Trust staff are promoting and aligning practise to ethos, values, and culture of the Trust.
- 2.2 Staff will be paid on the date set by their school in which they're based. Staff should speak to their School Business Manager to find out their applicable pay date. Should this date fall on a Saturday, Sunday or Bank Holiday, an early payment on the previous working day will be made.

3. Equal Opportunities

- 3.1 The Trust recognises its responsibilities under relevant legislation including the Equality Act 2010, the Employment Relations Act 1999, the Part-time workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, The Employment Rights Act 1996, The Employment Act 2002, The Employment Act 2002 (Dispute Resolution) Regulations, and will ensure that all pay related decisions are taken equitably and fairly, in compliance with statutory requirements.
- 3.2 Under the Public Sector Equality Duty, the Trust will have due regard to the need to:
- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act
 - advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
 - foster good relations between people who share a relevant protected characteristic and people who do not share it.
- 3.3 The Trust seeks to provide equal opportunities for all staff and will always comply with all relevant employment and equalities legislation and regulations.

4 Teachers Pay Award (September 2020)

- 4.1 The Trust commits to uplifting all teacher's pay by a minimum of the pay recommendation issued by the School Teachers Pay and Conditions Document.
- 4.2 The Trust has applied the increase to the Teachers' pay ranges previously agreed from September 2020. (see appendix 1).

5 Support Staff Pay Award (April 2020)

- 5.1 The Trust has applied the increase to the NJC pay ranges previously agreed from April 2020 (see appendix 2).
- 5.2 Incremental progression will be in line with the relevant conditions of service and NJC pay award for Support Staff working in the Trust's schools.

6 Pay Reviews

- 6.1 The Trust will ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31st October each year or 30th November for School Principals to take effect from and backdated to the previous 1st September.

- 6.2 Pay determinations for Academy support staff will be based on the recommended pay ranges and in accordance with contractual entitlements/conditions of service (see appendix 2).
- 6.3 For School Principals, pay determinations will be recommended jointly by the Local Governing Body and the Chief Executive Officer to the remuneration committee with any appeals managed by one or more Trustees.
- 6.4 Pay determinations for Trust Central staff will be set out in individual contracts of employment and any pay reviews will be determined by the Trust Board. The Trust reserves the right to use its discretion to follow the NJC pay award for the Central Team.
- 6.5 All staff will be given a written statement setting out their salary and any other financial benefits to which they are entitled.
- 6.6 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.
- 6.7 Where a pay determination leads or may lead to the start of a period of salary safeguarding, the Trust will give the required notification as soon as possible and no later than one month after the date of the determination. Safeguarding of salary will be in line with STPCD for teachers.

7 Basic Pay Determination on Appointment

- 7.1 Basic pay determination for all posts must be approved by the Trust. The CEO or nominated Director will approve the pay range for a new vacancy prior to it being advertised.

This process applies to any new positions added to the school structure, significant changes in current responsibilities resulting in the regrading of a position or a position included in the schools Senior Leadership Team structure becomes vacant.

A request for a new position or amendment to a current position's responsibilities, must be made using the vacancy Approval Process Appendix 7, which must be approved by the Chair of R, A, R committee.

Any appeals against the Vacancy Approval Process will be reviewed by the CEO.

- 7.2 On appointment the CEO/School Principal will determine the starting salary within that range to be offered to the successful candidate.
- 7.3 In making such determinations, the CEO/School Principal will take into account a range of factors, including:

- entitlements to pay within the relevant conditions of service
- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider Trust context

7.4 Newly Appointed Teachers

There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school/Trust. However, the Trust will normally match the salary point of any teacher upon joining the Trust. Any exception to this will be clearly explained at the advertising stage.

8 Teachers Pay Progression Based on Performance

- 8.1 Performance-related progression is the basis for all pay decisions. Within the Trust, all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for appraisal are set out in the Trust appraisal policy.
- 8.2 Decisions regarding pay progression will be made with reference to teacher appraisal reports and the pay recommendations they contain. In the case of Early Career Teachers (ECTs), whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. ECT's will be awarded pay progression on the successful completion of induction. If concerns have been raised and managed during the induction process and satisfactory and sustained improvement has not been made, it will be possible for a 'no progression' determination to be made without recourse to the capability procedure. If induction is not successful, the teacher could be dismissed. It may also be necessary to have an extension to the period of induction. Advice will be sought from the appropriate ECT body.
- 8.3 To be fair and transparent, assessments of performance will be properly rooted in evidence. Judgements of performance will be made against objectives drawn from the relevant teacher standards and teachers will be eligible for pay progression if performance meets successful appraisal review and career stage expectations. The evidence used may include lesson observations, self-assessment, peer review, pupil progress tracking and quality assurance. This list is not exhaustive and will be dependent upon the role and level of responsibility.
- 8.4 Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Local Governing Body, having regard to the appraisal report, and taking into account advice from the School Principal.
- 8.5 Following a successful annual performance review under the Appraisal policy, staff will progress up the pay spine by one increment up to the top of the pay range for that post. In exceptional circumstances, more than one incremental

point may be awarded if performance is deemed to be outstanding and has been maintained.

- 8.6 Leadership pay progression will be in line with the relevant STPCD and individual salary ranges. Pay progression will be determined by the Remuneration Committee following recommendations from the CEO and Local Governing Body members involved in the appraisal process.
- 8.7 A review will be deemed to be successful unless significant concerns about standards of performance have been raised during the appraisal process and have not been sufficiently addressed through support provided by the Academy by the conclusion of that process.

9 Movement to the Upper pay range (Teaching Staff)

- 9.1 Any qualified teacher may apply to be paid on the upper pay 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 range.
- 9.2 Applications may be made in writing to the Principal only once per academic year before 31st October. Applications should contain performance related evidence from the previous two years. The school will ensure that teachers who have had breaks in service are treated equitably. The Principal will make a recommendation regarding the outcome based on the criteria below.
- 9.3 If a teacher is simultaneously employed at more than one academy in the Trust, an assigned Principal will determine whether the application is successful based on the collective evidence and after discussions with the Principal from all academies involved.
- 9.4 An application from a qualified teacher will be successful where the Principal is satisfied that:
- the teacher is highly competent in all elements of the relevant standards; and
 - the teacher's achievements and contributions are substantial and sustained.

For the purposes of this pay policy:

- 'highly competent' means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the Academy, in order to help them meet the relevant standards and develop their teaching practice
- 'substantial' means of real importance, validity, or value to the school; play a critical role in the life of the Academy; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for

professional development and use the outcomes effectively to improve pupils' learning

- 'sustained' means maintained continuously over a long period
- The application will be assessed robustly, transparently, and equitably, the Principal will make the final decision and any appeals will be directed to the Local Governing Body

9.5 The assessment for progression to UPR will be made within 10 working days, the applicant will then be informed of the outcome of their application.

If successful, applicants will be recommended by the school Principal to the upper pay range from the start of the current academic year.

9.6 If the application is unsuccessful, feedback will be provided by the school Principal within 10 working days of the decision.

9.7 Applications for further progression on Upper pay range is subject to the following criteria:

- There has been a successful performance review for the teacher's performance against the Appraisal criteria
- The teachers' achievements and contribution to the Academy are substantial and sustained.

9.8 Capability/Support Plan

Pay progression will not take place where the employee's performance is or has been managed under formal capability procedures during the performance review cycle. Where an employee is on a support plan and the improvement is significant and sustained, the Trust reserves the right to implement a pay award.

9.9 Disciplinary

Decisions on pay progression will take account of any disciplinary procedures for personal and professional conduct managed under the disciplinary procedures during the performance review cycle.

10. **Leading Practitioners**

The Leading Practitioner pay range applies to qualified teachers who are employed in posts that the Trust has determined have the primary purpose of modelling and leading improvement of teaching skills. Upon successful appraisal, Leading Practitioners will be appointed to and progress within a range taken from spine points (see appendix 3). The individual pay range will be determined by the school Principal (in consultation with Board of Directors) ensuring that there is scope for progress over time.

11. **Leadership**

11.1 The Board of Directors will determine a spot salary or range for Executive staff in line with the role and context taking into account academic performance, educational challenge, financial performance, broader challenge in the role and experience of the individual. The Trust will comply with the Academies Financial Handbook in relation to decisions on Executive Pay.

- 11.2 The Trust will determine a seven-point Individual School Range (ISR) for School Principals on the leadership pay range (See appendix 4) and a five-point range for Deputy/Assistant Principals or Leading Practitioners. The salary and progression within the ISR will be determined by the Trust annually by 31st October for Deputy/Assistant Principals or 30th November for School Principals.
- 11.3 Progression for leadership staff will be based on clear achievement of performance objectives in regard to school leadership and pupil progress and sustained high quality of performance.

12. Unqualified Teachers

- 12.1 Unqualified Teachers will be appointed to and progress through the unqualified pay range (see appendix 3) as appropriate. Unqualified teachers are not eligible for TLR or SEND allowances however the Trust may award an allowance as appropriate with consideration of the Academy staffing structure if an additional responsibility is undertaken and sustained providing focus for teaching and learning.

13. Appeals

- 13.1 Any employee has the right of appeal against a pay recommendation or decision. Any appeal should be set out in writing, within 5 working days of receipt of the outcome letter and will be heard by the Local Governing Body Appeals Committee or in case of Trust Central staff, the Board of Directors.

14. Part-Time Teachers

- 14.1 Teachers employed on an on-going basis at the Trust 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.

15. Short Notice/Supply Teachers

- 15.1 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; periods of employment for less than a day being calculated pro-rata. Teachers engaged for less than one day will be hourly paid and will have their salary calculated as an annual amount divided by 195, before being divided again by the proportion of the day they teach.

16. Teaching and Learning Responsibility Payments (TLRs)

- 16.1 The Local Governing Body will award TLRs as indicated in the Academy's staffing structure and in accordance with STPCD. The Governing Body has determined the values of TLR payments in Appendix 5.

The annual value of a TLR1 must be no less than £8,291 and no greater than £14,030

The annual value of a TLR2 must be no less than £2,873 and no greater than £7,017

The annual value of an individual TLR3 must be no less than £571 and no greater than £2,833. The relevant body may award a fixed-term TLR (TLR 3) to a classroom teacher for clearly time-limited school improvement projects, or exceptional one-off externally driven responsibilities. A teacher in receipt of a TLR 1 or 2 may hold a TLR 3

16.2 In order to qualify for a TLR payment, teachers' duties must include a significant responsibility that is not required of all classroom teachers and that:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgement;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of other staff.

16.3 In addition, in order to qualify for a TLR1 payment, teachers' duties must include line management responsibility for a significant number of people.

17. Special Educational Needs Allowance (SEN)

17.1 The school/Trust will award a SEN allowance in accordance with the range and criteria specified in the STPCD. The school/Trust has determined the spot value of the allowance in Appendix 5:

- No less than £2,270 and no more than £4,479

18. Acting Up

18.1 Where any teacher is required to act as Principal, Deputy Principal or Assistant Principal for a period in excess of 4 weeks, they will receive an additional allowance in order that the total pay received is equal to that of the substantive post holder.

18.2 The teacher may be paid an acting allowance with effect from such day on or after the day on which duties of a Principal, deputy Principal or assistant Principal are first assigned and carried out as the relevant body may determine.

18.3 An honorarium may be paid on a temporary basis where an employee is offered and agrees to:

- a. undertake higher level work in addition to their normal duties

- b. 'act up' for at least four weeks to a higher graded post which has become temporarily vacant, (for example, due to sick leave)

- 18.4 The Principal will determine the amount of this payment. Where the employee is undertaking higher level work not equivalent to a higher graded post, a fixed sum will be agreed. Where the employee is acting up and carrying out the full responsibilities of the role, the payment will usually be the difference between the minimum point of the higher graded role and their current salary.
- 18.5 The employee will return to their substantive post and salary when they are no longer required to undertake the higher-level work or 'act up'.
- 18.6 This should usually only be a temporary solution and the Principal should consider whether it may be more appropriate to advertise the post (or duties) on a fixed term basis.

19. Additional Payments

- 19.1 The Local Governing Body/Board of Directors has the discretion to make payments to staff for out of school hours learning activities, voluntary school based initial teacher training activities (which are not seen as part of the ordinary running of the school) and voluntary CPD outside of the school day. Where such payments are of a permanent nature, they will be incorporated into basic pay for new appointments. Existing arrangements will continue until such time as significant changes are made to the roles. Only Leading Practitioners and members of the leadership team can be required to deliver initial teacher training activities.

20. Recruitment and Retention Incentives and Benefits

- 20.1 The Academy may make such payments to a teacher as it considers necessary as an incentive for the recruitment of new teachers and the retention of existing teachers.
- 20.2 Where the Trust is making one or more such payments, the level, duration, criteria, and review date will be clear and reviewed on a regular basis, in any case no longer than a rolling 12 months.
- 20.3 Principals, Deputy Principals and Assistant Principals may not be awarded payments other than payment of reasonably incurred housing or relocation costs and residential duties. All other recruitment and retention considerations in relation to a Principal, Deputy Principal or Assistant Principal must be taken into account when determining the pay range.
- 20.4 Where the relevant body pays a recruitment or retention incentive or benefit awarded to a Principal, Deputy Principal or Assistant Principal under a previous Document, subject to review, it may continue to make that payment at its existing value until such time as the respective pay range is determined under this Document.

Any payments will be made in line with the relevant STPCD document.

21. National Living Wage

21.1 The Trust complies with the National living wage paying no less than the standard rates.

22. Salary Sacrifice

22.1 Those opting a salary sacrifice for any schemes available from the Trust will have gross salary deducted accordingly.

23. Monitoring the Impact of the Policy

23.1 The Trust will monitor the outcomes and impact of this policy on an annual basis, including trends in progression across specific groups to assess its effect and the Trust's continued compliance with equalities legislation.

APPENDICES

Appendix 1 Teachers' Pay (September 2020)

	% Increase	Rest of England	London Fringe	Outer London	Inner London
M1	5.50%	£25,714	£26,948	£29,915	£32,157
M2	4.95%	£27,600	£28,828	£31,604	£33,658
M3	4.40%	£29,664	£30,883	£33,383	£35,226
M4	3.85%	£31,778	£32,999	£35,264	£36,866
M5	3.30%	£34,100	£35,307	£38,052	£39,492
M6	2.75%	£36,961	£38,174	£41,136	£42,624
U1	2.75%	£38,690	£39,864	£42,559	£46,971
U2	2.75%	£40,124	£41,295	£44,133	£49,279
U3	2.75%	£41,604	£42,780	£45,766	£50,935

Appendix 2 Support Staff Pay (NJC Range 01 April 2021)

SCP	01-Apr-21 per annum	per hour
1	£18,333	£9.50
2	£18,516	£9.60
3	£18,887	£9.79
4	£19,264	£9.99
5	£19,650	£10.19
6	£20,043	£10.39
7	£20,444	£10.60
8	£20,852	£10.81
9	£21,269	£11.02
10	£21,695	£11.25
11	£22,129	£11.47
12	£22,571	£11.70
13	£23,023	£11.93
14	£23,484	£12.17
15	£23,953	£12.42
16	£24,432	£12.66
17	£24,953	£12.92
18	£25,419	£13.18
19	£25,927	£13.44
20	£26,446	£13.71
21	£26,975	£13.98
22	£27,514	£14.26
23	£28,226	£14.63
24	£29,174	£15.12
25	£30,095	£15.60
26	£30,984	£16.06
27	£31,895	£16.53
28	£32,798	£17.00
29	£33,486	£17.36
30	£34,373	£17.82
31	£35,336	£18.32
32	£36,371	£18.85
33	£37,568	£19.47
34	£38,553	£19.98
35	£39,571	£20.51
36	£40,578	£21.03
37	£41,591	£21.56
38	£42,614	£22.09
39	£43,570	£22.58
40	£44,624	£23.13
41	£45,648	£23.66
42	£46,662	£24.19
43	£47,665	£24.71

*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week)

Appendix 3 Leading Practitioners Pay (September 2020)

SPINE POINT	1 SEPT 2020 TO 31 AUG 2021
Min 1	£42,402
2	£43,465
3	£44,550
4	£45,658
5	£46,796
6	£47,969
7	£49,261
8	£50,397
9	£51,656
10	£52,983
11	£54,357
12	£55,610
13	£57,000
14	£58,421
15	£59,875
16	£61,467
17	£62,878
Max 18	£64,461

Appendix 4 Unqualified Teachers Pay (September 2020)

SCALE POINT	1 SEPT 2020 TO 31 AUG 2021
Min 1	£18,169
2	£20,282
3	£22,394
4	£24,507
5	£26,622
Max 6	£28,735

Appendix 5 Leadership Pay (September 2020)

SPINE POINT	1 SEPT 2020 TO 31 AUG 2021
L1	£42,195
L2	£43,251
L3	£44,331
L4	£45,434
L5	£46,566
L6	£47,735
L7	£49,019
L8	£50,151
L9	£51,402

L10	£52,723
L11	£54,091
L12	£55,338
L13	£56,721
L14	£58,135
L15	£59,581
L16	£61,166
L17	£62,570
L18	£64,143
L19	£65,735
L20	£67,364
L21	£69,031
L22	£70,745
L23	£72,497
L24	£74,295
L25	£76,141
L26	£78,025
L27	£79,958
L28	£81,942
L29	£83,971
L30	£86,061
L31	£88,187
L32	£90,379
L33	£92,624
L34	£94,914
L35	£97,273
L36	£99,681
L37	£102,159
L38	£104,687
L39	£107,239
L40	£109,914
L41	£112,660
L42	£115,483
L43	£117,197

Appendix 6 TLR and SEND Values – 2020

	TLR payment 1 (one off payment)	TLR payment 2	TLR payment 3	SEN Payment
Minimum	£571	£8,291	£2,873	£2,270
Maximum	£2,833	£14,030	£7,017	£4,479

Appendix 7

Vacancy Approval Process

Stage 1

- This process applies to any new positions added to the school structure, significant changes in current responsibilities resulting in the regrading of a position or a position included in the schools Senior Leadership Team structure becomes vacant
- A request for a new position or amendment to a current position's responsibilities, must be made using the Vacancy Approval Process
- All Vacancies must be approved by the Chair of the R, A, R Committee. Any appeals against the Vacancy Approval Process will be reviewed by the CEO.



Stage 2

- A Vacancy Approval Request must be made in full with a copy of the suggested job description and person specification
- All essential and desirable criteria on the person specification must be clearly identified and the method for accessing how a candidate will meet these criteria.
- The request and corresponding documents must be emailed to the Trust Central Team on info@icat.org.uk within 10 working days of the proposed "go live" date for the recruitment campaign on the Trust and School website or any internal/external job boards. **The cost of any external job boards must be included in the request.**



Stage 3

- The Chair of the R, A, R Committee will consider the request, they may decide to seek advice or clarification from the Principal, the Trust Central Team and/or HR consultants.
- The Chair of the R, A, R committee has three possible outcomes available to them, to approve the request, to amend the original request and approve the amended version or to reject the request.



Stage 4		
Approved	Approved with Amendments	Rejected
The request will be returned to the school with approval from the Chair of the R, A,R committee. The recruitment campaign can be launched on the authorised sites specified on the request. Candidates are shortlisted against the essential criteria specified on the person specification. All recruitment	The request will be returned to the school with the specified amendments and approval from the Board of Directors based on the changes. The recruitment campaign can be launched on the authorised sites specified on the request. Candidates are shortlisted against the essential criteria	The request will be returned to the school with a rejection notice from the Board of Directors. The school may submit an amended VAF, however this may be approved, approved with amendments or rejected by the Board of Directors. The school can appeal the rejected request

and selection campaigns are carried out in line with the Trust Safer Recruitment Policy	specified on the person specification. All recruitment and selection campaigns are carried out in line with the Safer Recruitment Policy	to the CEO within 5 working days of receiving the rejection notice. If no appeal is received, the request will be closed.
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<p style="text-align: center;">Note</p> <p>Any campaigns launched without the amendments or proper authority will be in breach of the Code of Conduct and the employee may subject to a disciplinary investigation.</p>
<ul style="list-style-type: none"> • To appeal the Chair of the R, A, R Committees decision to reject a request, the school must submit the original request, the rejection notice and the reason for appealing the decision within 5 working days of receiving the original rejection. • The CEO may consult with all parties listed above when deciding to uphold or overrule the rejection of the request. • If a request rejection is overruled, the school may follow the approved or approved with amendments process, depending on which applies. • If the CEO upholds the original rejection, the school will be notified within 5 working days of the decision being made via email. • If a campaign is launched following the appeal of the rejected request, those involved may be subject to a disciplinary investigation for a serious breach of the Code of Conduct.