



THE GRANGE SCHOOL

MINUTES of the meeting of the Governors of the **Pay Review Committee** of The Grange School held at the School on **18 November 2019 at 5.30pm.**

- PRESENT:** Mr V Murray (Headteacher) Mr M Cardoso (Chair)  
Mr A Sherwell
- IN ATTENDANCE:** Mrs M Mitchell Clerk
- ABSENT** Ms E Westley Apologies received and accepted

**ACTION**

**1 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN**

In line with the procedures agreed by the Governing Body. Mr Cardoso was appointed as Chairman for the period of one year until no later than 31 December 2020 and Mr Sherwell was appointed as Vice-Chairman.

Mr Cardoso in the Chair

**2 NOTIFICATION OF ANY OTHER BUSINESS**

No items of other business were notified.

**3 DECLARATIONS OF INTEREST**

Governors had nothing to declare.

**4 TERMS OF REFERENCE – COMMITTEE REMIT**

Governors reviewed and agreed the terms of reference.



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The Grange -  
Committee Supporti

**5 MINUTES AND MATTERS ARISING**

**5.1 MINUTES**

The Minutes of the meeting held on 1 May 2019 having been circulated, were confirmed and signed by the Chairman as a correct record.

An additional copy of the Minutes was signed by the Chairman and handed to the Headteacher for display at the school.

**Headteacher**

## 5.2 MATTERS ARISING

All within core agenda.

**Core Function 2: Holding the headteacher to account for the educational performance of the school and its pupils, and the performance and management of staff.**

## 6 PERFORMANCE MANAGEMENT IMPLEMENTATION AND PAY RECOMMENDATION

The Headteacher had circulated to Governors a comprehensive report which



Pay and



Performance

included: Performance Association Management and P:

- A summary of the performance management process and pay recommendations.
- Appraisal objectives for 2019-20 for each of the teacher pay levels and LSAs.
- A summary of the appraisal process.
- The range of CPD.

### Arising from Governors' questions, observation and discussion:

- **Performance:** The Headteacher explained that members of the **SLT** have to achieve their objectives on two consecutive years to be considered for pay progression. All members of the SLT had met their objectives and/or taken on additional responsibilities.
- Whilst not subject to the same process of progression as teaching staff the Headteacher wanted Governors to note the significant contribution of the Business Manger not just in terms of achieving financial savings but his work on H&S, GDPR and more generally to improve the efficiency and effectiveness of the processes under his remit.
- In terms of **teaching staff** a high percentage of staff were not eligible for pay progression as they are already at the top of their pay scale. Of those that were eligible for progression all but 1 member of staff had been recommended for pay progression. To be recommended for pay progression staff have to both achieve their objectives and meet the teacher standards for the grade.
- Two staff, not eligible for progression, had not met their objectives. Where there are gaps these will be reflected in the 2019-20 objectives.
- There are robust coaching and mentoring systems in place to support staff.

- Governors noted that applying for **threshold progression** is a personal choice. Of the fifteen members of staff eligible to make threshold applications to progress to the Upper Pay Scale six had submitted applications which were recommended to the Governors. A new proforma has been introduced by the school to provide a standardised approach to threshold applications to support quality assurance and provide a clear application process.
- The new form had been well received by staff; it was now clear what staff needed to provide when submitting an application. The lack of clarity as to what was required had been a potential barrier to some staff applying. The introduction of the form has made the process clearer and more robust; the quality of applications has been very high. The Headteacher shared an anonymised example with Governors.
- Informal **capability** proceedings had commenced for one member of the teaching staff; that individual has now left the school and the profession.
- The Headteacher advised that one member of staff with leadership responsibilities had requested to revert to main scale; HR advised that this was not possible under the pay agreement. Governors were surprised and requested that this be challenged.
- All **Bucks Pay support** staff have met their objectives and will progress in line with annual increments. Support staff are paid on Bucks Pay terms and conditions and receive an annual cost of living increase; progression across the pay bands is only possible if there has been a change to the role supported by a job evaluation which places it in a higher band. This is a very effective system which serves the school well and ensures all staff are paid at a level commensurate with their role and responsibilities.
- As discussed last year Governors were satisfied that there is no gender bias in the process or outcomes.
- Responsibility for appraising staff is delegated through the line management chain; the whole process is overseen by Catherine Bright, AHT to ensure there is consistency and parity across the school.
- **Objective setting:** Teachers have very clear **professional standards** which inform the school's expectations. These have been translated into differentiated objectives, common to all staff and linked to specific pay scales reflecting the level of experience expected. Each teacher has two (or three depending on grade) whole school objectives and one personal, developmental objective. Those with leadership responsibilities have a fourth, leadership focussed objective. (Page 5 of the pack)

- **LSA's** now have clear objectives and expectations to provide a consistent framework for assessment. Details are included in the report. (Pages 9-10).
- All other Bucks Pay staff have objectives linked to their role within the school and are appraised in line with teaching staff.
- Performance management is fully delegated to appraisers including the pay recommendation. There is no formal countersigning officer structure but the process and recommendations are overseen by the Headteacher and AHT to ensure parity and consistency. The performance management process is documented on BlueSky which enables full oversight.
- The school has a comprehensive and novel approach to **CPD** the majority of which is delivered in-house using internal expertise. The CPDopoly, a process through which training needs are identified and addressed, has been developed and introduced by Lead Practitioners with training delivered by those on the Upper Pay Scale or by those with a specific expertise.
- The majority of staff have embraced the approach; a small number are more negative and perceive the concept to be trivialising CPD. Five sessions of CPD are included in directed time to support work/life balance and enable staff to access the training.
- As an example, experienced teachers are this week operating an 'open door' policy enabling staff to observe their teaching practice; this is a new initiative and take up has been slow initially but expected to improve as staff become more familiar with the concept.
- The training approach is both flexible and responsive; the training offered is organised and meaningful as a result. The project will continue to develop and a report on its impact provided to this meeting next year.

Governors had confidence that the school has in place robust, fair and objective processes and **approved** the pay recommendations. Governors thanked the Headteacher for his comprehensive report which will be made available to all Governors on GHub.

**Action:**

- **Clarification on voluntary down grading to be sought.**
- **Impact of CPD.**

Headteacher  
Clerk: Agenda  
Autumn 2020

**7 PERFORMANCE MANAGEMENT OF THE HEADTEACHER**

The Performance Management of the Headteacher will not be completed before the Full Governing Board meeting on 5 December 2019.

Mr Ralph Batten, Advisor and ex-HMI, will provide the professional advice to Governors. A date for the review has yet to be agreed. Recommendations will be considered by the committee members when they are available. Mr Batten is the link advisor to the school for the Side By Side improvement project and will spend 54 hours in school; he will therefore, whilst remaining objective, have a good understanding of the ethos of the school.

## 8 POLICY REVIEWS

The Headteacher advised that:

- **The Teacher Appraisal Policy** had been reviewed and a change made to make clear the difference between formal lesson observations, for the purposes of appraisal, and learning walks, for the purposes of understanding a whole school/departmental strategy of which feedback to the individual is a by-product and not the main focus.
- **Support Staff Appraisal:** No changes required.
- **Teachers' Pay Policy Sept 2019** – Model policy now available ; to be domesticated and presented to FGB for approval. Governors noted the requirement to assess the impact of the pay policy from an equalities perspective; the Headteacher will include anonymised equality data to inform this and ensure that, where staff are not progressing, there are no hidden/unconscious bias impacting the decision.
- Governors noted a question raised regarding the application of 6a or 6b; this is a historical anomaly when, in 2015, schools were given the option of increasing the maximum of the scale by either 1 or 2%. Governors confirmed that the school applied the higher rate.

### Action:

- Updated policies to be presented to the Board for approval.
- Equality information to be included in the 2019-20 report.
- Headteacher to ensure the 6a spine point is not included in the school's policy.

Headteacher  
Headteacher

## 9 DATE AND TIME OF NEXT MEETINGS

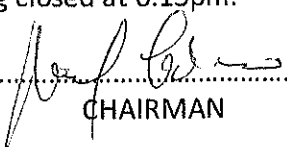
It was agreed that the next meeting would be held on;

- **Wednesday 8 June 2020 at 5.30pm (if needed)**

Governors  
to note.

## 10 ANY OTHER BUSINESS

The meeting closed at 6.15pm.

Signed .....  ..... Date 16/21/2020

CHAIRMAN

