**Pay Appeal Panel Example Agenda**

This is a suggested agenda for formal pay panel hearings, taken from the DfE document Implementing Your School’s Approach to Pay which is available here:  
<https://www.gov.uk/government/publications/reviewing-and-revising-school-teachers-pay>

**Introductions**

• Chair introduces everyone and explains what their role is, then outlines the order of the hearing. HR clerk takes notes of the hearing.

**The Employee Case**

• Employee or their representative presents employee case providing any evidence to support their case, including from witnesses (if any).

• Management representative has the opportunity to question the employee.

• Chair asks questions and subsequently opens the discussion to the panel.

**The Management Case**

• Management representative presents management case, providing any evidence to support their case, including any witnesses.

• Employee or their representative has the opportunity to question the management representative.

• Chair asks questions and subsequently opens the discussion to the panel.

**Summarising and End of Hearing**

• Employee or their representative sums up the employee case.

• Management representative sums up the management case.

• If appropriate, the Chair can sum up the key points on both sides. Chair will then end the hearing, advising the employee that they will receive the panel’s decision in writing within a given timescale.

**Decision-Making**

• Panel meet to reach their decision. (HR clerk notes main points of panel discussion and 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.