



Signed by Chair of Governors
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**Trowse Primary School
Pay Policy**

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Introduction

Governing Bodies, under education legislation, have full responsibility for how money is spent in their school. This, of course, includes decisions on the pay and grading of all their staff but the Teachers' Pay and Conditions Document now places a statutory duty on schools to adopt policies which set out the basis on which they determine teachers' pay and for determining appeals. This advice, once adopted by the Governing Body, should ensure fair and equitable treatment for all staff and minimise the prospect of disputes about legal challenges to pay decisions.

School staff pay is affected by a complex range of legislation, and national and local pay agreements, which give Governing Bodies some flexibility to determine pay levels to meet local circumstances.

Operating a sound pay policy will enable Governing Bodies to:

- define clearly Governors' responsibilities;
- identify how pay and conditions issues will be managed in school;
- allow staff to be confident that they will receive fair treatment under the arrangements approved by Governors;
- enable Governing Bodies to adhere to the requirements of Equal Pay and other relevant Legislation;
- ensure confidentiality through the application of the pay policy.

Through a pay policy Governing Bodies will be able to:

- determine the most effective allocation of funds;
- agree levels of pay for Headteachers, other leaders and teachers;
- determine the appropriate grading of support staff;
- decide how good performance in school is to be recognised within a pay structure.

It can be seen that a school pay policy is a practical document that will enable the complex issue of pay to be effectively managed. These guidance notes have been written to enable each school to produce its own policy and to identify ways of actively managing the process as well as outlining key points of the regulations and recommended approaches to pay determination.

Managing Your School's Pay Policy

1.1 An Effective Pay Policy

For a pay policy to work effectively, a number of components need to be present. These are:

- the principles underpinning the policy;
- roles and responsibilities;
- clarity about the operational decisions required, flowing from the policy;
- integration with the overall management of the school's budget;
- consistency with the delivery of the School Improvement and Development Plan;
- compliance with legislative requirements;
- defined pay determination procedures;
- a timetable for action.

1.2 Principles of the Pay Policy

Each Governing Body will need to decide upon the principles underpinning its pay policy. These principles are likely to cover a wide range of issues such as its approaches to salaries on appointment of all new staff, the basis upon which increased responsibility is rewarded, pay progression, etc. A model pay policy is featured in Part 2, which will enable Governors to establish their own school policy.

Support is available from Children's Services Human Resources (CSHR) in adopting an appropriate policy framework for your school. The section 'Pay Determination Procedures' also provides advice on how to go about developing your pay policy.

1.2.1 Role of the Governors

Governing Bodies have the power to determine the pay for staff in their schools. Where a school pay policy has been adopted, as previously indicated, Governors will wish to ensure that all pay decisions made fall within the framework of that policy. It is expected that Governing Bodies will rely heavily on the recommendation of the Headteacher in making decisions about staff salaries, with the exception of decisions about the Headteacher's own pay.

School government regulations which cover withdrawal from a Governing Body meeting (or a committee meeting), apply, of course, to discussions on pay. This is of particular note in relation to the role of staff Governors, who must withdraw from any meeting during consideration of the pay or performance appraisal of any other employee, and not vote on related matters.

1.2.2 Role of Headteachers

Headteachers, whether they are Governors or not, have a key role in supporting Governing Bodies in reaching decisions on pay. The Headteacher must withdraw from the meeting, where his/her pay is being discussed.

Under the Regulations covering pecuniary interests, Headteachers may not, of course, vote on their own salaries.

1.2.3 Role of Children's Services HR (CSHR)

CSHR is available to advise on any aspect of managing and implementing pay policies.

1.3 Operational Decisions

Before seeking to make decisions about an individual's pay, the school's Governing Body will want to take an overview of how the application of pay will meet the school's needs. The more obvious factors that could be considered are whether:

- the school has problems in recruiting and retaining staff generally or in specific areas;
- current pay arrangements ensure that the school has the right balance of staff to deliver curriculum needs;
- the school's personnel data on turnover, vacancies, sickness, absence, etc., indicate problems with pay policy;
- monies are available within the school budget to pay current salaries and any anticipated pay advancements.
- whether the school is eligible for any grants specifically for performance pay progression.

The Governing Body will need to undertake an annual review of pay for all teaching staff. This should be undertaken during the Autumn Term but no later than 31 October when data will be available to help with the review of performance. Any decisions on pay will be backdated to 1st September. The specific items that form part of the annual review are the determination of:

- the Headteacher's salary;
- other leaders' salaries;
- teaching staff salaries.

Although pay progression for support staff can be considered at any time, an annual review needs to be undertaken in order to ensure that grading is still current.

Reviews may also 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 to the employee affected after any review of their pay and where appropriate will give information about the basis on which a decision was made and their right of appeal.

1.4 School Budget

The continued development and management of pay policy will be determined by the allocation Governors decide to devote to salary and wage costs.

1.5 School Improvement and Development Plan

It is important to integrate pay with the School Improvement and Development Plan and Staffing Plan in order to provide opportunities to reward and motivate staff who undertake the tasks and responsibilities required to implement the Development Plan.

Through consideration of these issues, Governing Bodies will be in a position to examine the pay of school staff against a clearer view of current, and future, needs. This should aid the decision-making process.

1.6 Pay Determination Procedures

In order to undertake an annual review of the school's pay arrangements (including the pay of Headteachers and other leaders), Governing Bodies will wish to lay down clear ground rules as to how it will happen in their school. What follows is a suggested approach that Governing Bodies can tailor to their own local circumstances.

Firstly, it is necessary to ensure that the Governing Body has adopted a pay policy. The key elements in drawing up and adopting a pay policy are:

- gathering documentation;
- appointing/convening committee (Staff Pay Committee) who will:
 - draft a school pay policy and circulate to all Governors and all staff for comment;
 - amend the policy in the light of comments;
 - circulate the final draft to all staff and Governors;
- a process whereby the full Governing Body considers the final draft and any further comments and formally adopts (and minutes) the policy;
- copying or making available to every Governor and member of staff the agreed pay policy.

1.6.1 The Pay Committee

It is recommended the Pay Committee has fully delegated powers and, if so, must be established in accordance with the appropriate school government regulations.

The Staff Pay Committee should consist of at least three Governors and no more than five, and its terms of reference should be approved by the full Governing Body.

In relation to the Headteacher's salary, Governing Bodies are required to appoint two or three Governors to appraise the Headteacher. This Committee (Headteacher's Pay Committee) should undertake the Headteacher's performance review for pay purposes and Governing Bodies are advised to delegate to this Committee responsibility for deciding whether or not to award a point on the pay spine. These Governors may well be members of the Staff Pay Committee/**Finance Committee**.

The full Governing Body decides on matters of policy, but cannot determine individual salaries. If all Governors have been party to a decision on a salary and an appeal is subsequently made, all Governors could be prejudiced and there might be none to hear the appeal. The Governing Body must ratify the ranges for the leadership group and the reasons for them.

Once the pay policy has been agreed, it is important that all pay decisions are made and communicated in accordance with the policy. It will be necessary to review the policy on an annual basis to ensure that it is still relevant.

The pay committees should have sufficient information and knowledge to enable them to make clear decisions on pay. This could include:

- for staff other than the Headteacher, any recommendations made by the Headteacher;
- position on the relevant pay spine and other salary components;
- Teachers' Pay and Conditions Document;
- information on pay and gradings for support staff;
- details of the school budget;
- forecast information on pay awards;
- details of the School Improvement and Development Plan and Staffing Plan.

1.6.2 Appeals

The Governing Body must set up a committee (Pay Appeals Committee) which would hear pay appeals in accordance with the school's pay policy. The members of this Committee should not have participated in pay determination procedures in the current round. The Chair of the Pay Appeals Committee must inform the member of staff of the outcome of the appeal and should also notify the Governing Body.

1.7 Timetable For Action

The key dates together with decisions required of Governing Bodies are shown on the 'Pay Timetable' overleaf.

PAY TIMETABLE

PAY EVENTS EXTERNALLY DETERMINED

SCHOOL ACTION ON PAY

<p>April Teachers' annual pay award Local Government Scheme staff national pay award</p>	<p>School Budget fixed</p>	<p>Implementation of changes arising from annual pay review for Local Government Scheme staff backdated to 1st April.</p>
<p>April/May</p>		<p>Annual pay review undertaken for LGS staff, including review of performance.</p>
<p>September</p>		<p>Teaching staff receive notification of pay determination. Implementation of changes arising from annual pay review for teachers backdated to 1st September.</p>
<p>Sept/Oct</p>		<p>Annual pay review undertaken for teachers, including members of the leadership group, including review of performance.</p> <p>Setting of Leadership performance pay objectives for next year.</p>

MODEL PAY POLICY

1. Introduction

The Governing Body of Trowse Primary School recognises that pay is of considerable importance in managing staff. Pay will influence relationships at work and if pay is to be a positive rather than negative force, it is important to secure as much agreement as possible about its aims and to reduce the amount of misunderstanding which surrounds it.

For these and statutory reasons the following pay policy was adopted by the Governing Body on [insert date].

The purpose of this policy is to set out the way in which the Governing Body will assess the salary of a new member of staff (whether full or part-time) on appointment, and the manner in which salaries of all staff (full and part-time) will be reviewed. The policy does not seek to address every situation covered (in particular by the Teachers' Pay and Conditions Document) and the Governing Body reserves its right as the 'relevant body' to exercise its responsibilities in accordance with other pay and conditions issues which are not covered by this policy.

2. Qualified Teachers

The salaries of teaching staff will be assessed:

- annually to take effect from 1st September;
- upon appointment to the school;
- at any other time provided for by the School Teachers' Pay and Conditions Document.

2.1 This assessment will be determined as set out in the current School Teachers' Pay and Conditions Document. In order to determine the position on the pay spine the following criteria will be used:

2.1.1 **Qualifications**

- (i) Qualified teachers will commence on at least point M1 of the pay scale for qualified teachers;
- (ii) Serving teachers will be awarded an additional point for a good honours degree (second class or above) if they completed their study in, or prior to the academic year ended 31st August, 2002;
- (iii) These points will be awarded on a permanent basis.

2.1.2 Experience

- (i) One point will be awarded for each year of satisfactory teaching service;
- (ii) The Governing Body may award an additional point for experience in the previous academic year where a teacher's performance during that year was deemed to be excellent;
- (iii) The Governing Body will also consider other relevant experience and may award additional points (subject to a maximum of one full point per year) if they consider this experience to be appropriate upon appointment. This is likely to include teaching in a City Academy, City Technology College, independent school, sixth form colleges or in higher or further education. For each period of three years service as a qualified teacher in an overseas school outside the European Economic Areas in the maintained sector of the country concerned, or outside teaching but working in a relevant area (including industrial or commercial training, time spent in an occupation relevant to the teacher's work at school and experience with children/young people) one point will be awarded. *Normally the Governing Body will award no more than one point for every year of other relevant experience;*
- (iv) The Governing Body will consider awarding on a case by case basis with regard to equal opportunities, fairness and transparency;
- (v) Points for experience will be awarded on a permanent basis. The maximum number of points available in respect of experience is five. Once awarded, experience points cannot be rescinded. Moreover, teachers transferring from another school will retain their accumulated experience points;
- (vi) The Governing Body may decide not to award an experience point when a teacher has performed unsatisfactorily. This will normally only take place in the context of a formal disciplinary or capability procedure and must follow prior written notification to the teacher concerned.

2.1.3 Fast-track Teachers

Where the Governing Body is empowered and decides to employ newly qualified teachers on a fast-track scheme the relevant staff will attract payment of an additional £2,000, provided that they have not been awarded any points for experience on appointment. (The Governing Body recognised that this sum is reimbursable through the Standards Fund).

2.1.4 Short notice/Supply Teachers

Teachers who work on a day to day or other short notice basis have their pay determined in line with the statutory pay arrangements in the same way as other teachers. On a daily basis such teachers will have their pay assessed as an annual amount, divided by one hundred and ninety five and multiplied by the number of days worked. Similarly 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 one hundred and ninety five and then divided

again by 6.5 to arrive at the hourly rate. As a result of dividing by one hundred and ninety five all such staff's pay will include a 'rolled up' amount of holiday pay.

2.2 Upper Pay Scale

2.2.1 Performance Threshold Applications

- 2.2.1.1 A qualified teacher may apply once in any school year to the Governing Body for assessment against the performance threshold standards set out in the Teachers' Pay and Conditions Document when, or at any time after, he/she has been placed on point M6 of the main pay scale.
- 2.2.1.2 The Governing Body delegates the receipt and assessment of any application to the Headteacher. The application must contain a summary of the evidence the teacher wishes to rely on in order to demonstrate that his/her performance has met the performance threshold standards throughout the relevant period of not less than two and not more than three years of employment, as defined in the regulations, ending with the date of application.
- 2.2.1.3 Having considered the application, the evidence referred to in the application and such other evidence as he/she thinks appropriate, the Headteacher must determine whether the applicant has, or has not, met all the performance standards throughout the relevant period.
- 2.2.1.4 Where a teacher is eligible for and successful at threshold assessment, he/she will be placed on point 1 of the upper pay scale from 1st September of the academic year in which the application was made.
- 2.2.1.5 Teachers who, prior to 31 August 2000, were Headteachers, Deputy Headteachers or Assistant Headteachers or those who were appointed on or after 1st September, 2000 into these leadership posts and occupied such a post/posts for an aggregate period of one year or more, will be paid on point 1 of the upper pay scale on their return to a teaching post (unless other protection arrangements apply).
- 2.2.1.6 Former LEA advisers/inspectors who have been paid on the Soulbury pay spine for one year or more and who then move to a classroom teacher post, will be paid on point 1 of the upper pay scale on their return to a teaching post (unless other protection arrangements apply).
- 2.2.1.7 Further progression on the upper pay scale will be subject to the Headteacher making an assessment that the teacher has demonstrated a substantial and sustained performance and contribution by the teacher and will accord to the provisions set out in Appendix 2;

- 2.2.1.8 Determination on progression on the upper pay scale will be made by Governors in the light of an annual review of eligible teachers under the School's policy on progression, including any recommendations of the Headteacher;
- 2.2.1.9 Only in exceptional circumstances will progression on the upper pay scale occur at intervals of less than two years;
- 2.2.1.10 Performance points on the upper pay scale may be withdrawn when a teacher has performed unsatisfactorily. This will normally only take place in the context of a formal capability or disciplinary procedure and must follow prior written notification to the teacher concerned.

2.3 **Discretionary Allowances and Payments**

~~2.3.1 Management Allowances – (now phased out)~~

2.3.2 **Teaching and Learning Responsibility Payments (TLR's)**

The Governing Body recognise that TLR's may be awarded from 1st January 2006.

Under the present staffing structure, no post attracts a TLR.

2.3.3 **Recruitment and Retention**

For any new appointments from 1st April 2004 onwards, any proposal by the Headteacher to grant either recruitment or retention incentives, will be considered by the Staff Pay Committee who will consider and make clear:

- whether the award is for recruitment or retention
- the nature of the award (cash sums, travel or housing costs etc)
- when/how it will be paid (as applicable)
- unless it is a "one-off", the start date and duration of the incentive, taking account the maximum for one award is three years
- the basis and dates of any uplifts which will be applied

2.3.4 **Special Educational Needs Allowances**

Special Needs Allowances will be awarded by the Governing Body to teachers meeting the criteria set out in the Teacher's Pay and Conditions Document as follows where applicable:-

Special Educational Needs Allowance One

- If a special school to all classroom teachers.
- If a mainstream school to all classroom teachers who are engaged wholly or mainly in taking charge of special classes of children who are hearing impaired or visually impaired or who teach pupils with

statements in designated special classes (as defined by the local authority).

- Is a mainstream school to classroom teachers who make a particular contribution to the teaching of pupils with special educational needs which is significantly greater than that which would normally be expected of a classroom teacher.

Special Educational Needs Allowance Two

~~To classroom teachers who qualify for SEN Allowance One and who~~

~~Either~~

- ~~• Hold a recognised and relevant special educational needs qualification.~~

~~Or~~

- ~~• (The school will need to specify range of other activities/experience that will attract the award).~~

3. Unqualified Teachers

The salaries of unqualified teachers will be assessed upon appointment within the unqualified scale and may be reviewed at the discretion of the Governing Body.

Points may be awarded in respect of relevant qualifications and/or experience as follows:

Qualifications:

One point for a recognised overseas teaching qualification or for a recognised post-16 teaching qualification or for a recognised qualification relevant to their subject area.

Experience:

One point on the scale for each year's school teaching as an overseas trained teacher or teaching in higher/further education.

One point on the scale for every three years spent outside teaching and working in a relevant area. This includes industrial or commercial training, time spent in an occupation relevant to the teacher's work at the school and experience with children/young people.

Where a teacher is appointed below the maximum point of the unqualified teacher scale, one increment will be awarded on an annual basis (with effect from 1st September) for every completed year of service until the maximum of the scale is reached.

Notwithstanding this, the Governing Body may award additional increments as it considers appropriate up to the maximum of the scale. An unqualified teacher is not eligible to apply for threshold assessment.

The Governing Body will consider awarding additional increments on a case by case basis, consistently, with regard to equal opportunities, fairness and transparency.

The Governing Body may decide not to award an experience point when an unqualified teacher has performed unsatisfactorily. This will normally only take place in the context of a formal disciplinary or capability procedure and must follow prior written notification to the teacher concerned.

In certain specific circumstances, the Governing Body may exercise its discretion to pay an additional allowance to a post paid on the unqualified scale which, at maximum, will not exceed in total the pay a qualified teacher would have received in the same post.

Where appropriate, the Governing Body will pay an unqualified teacher on one of the employment based routes into teaching. These payments will be at the discretion of the Governing Body and be consistent with other payments made to other such unqualified staff employed.

4. Advanced Skills Teachers (ASTs)

- (i) ASTs will be paid on the Advanced Skills Teachers' pay spine;
- (ii) Salaries of ASTs will be assessed:
 - upon appointment to the school;
 - at any other time as provided for by the School Teachers' Pay and Conditions Document.
- (iii) The Governing Body will select a pay range consisting of five consecutive points on the pay spine for each AST.
- (iv) When determining an appropriate five-point pay range, the Governing Body will have regard in particular (but not exclusively) to the following criteria:
 - the nature of the work to be undertaken, including any work with teachers from other schools;
 - the scale of the challenges to be tackled;
 - the professional competencies required of the postholder;
 - any other recruitment considerations which it considers relevant.
- (v) The salary of a newly appointed advanced skills teacher shall be that corresponding to the lowest point on that five-point range;
- (vi) The Governing Body shall agree performance criteria annually with the advanced skills teacher and review performance against those criteria;
- (vii) When determining the salary of an advanced skills teacher, the Governing Body shall not determine that there shall be any movement up the pay spine unless there has first been a sustained high quality of performance by the advanced skills teacher (including any appropriate work undertaken at other

schools, in higher education facilities, at facilities of the LEA and elsewhere) in the light of the performance criteria previously agreed between the Governing Body and the advanced skills teacher. Such points awarded will not exceed two in the course of the academic year and will be effective from 1st September each year.

5. **Leadership Group**

Members of the leadership group are paid on the leadership pay spine. Salaries of members of the leadership group will be assessed:

- annually to take effect from 1st September;
- upon appointment to the school;
- upon any adjustment to the Individual School Range (ISR) or pay range;
- at any other time as provided for by the School Teachers' Pay and Conditions Document.

5.1 **Headteachers**

5.1.1 The Governing Body will determine the group size of the school and then select an ISR consisting of seven consecutive points on the leadership pay spine (normally in the range applicable to the group size) as set out in the School Teachers' Pay and Conditions Document.

5.1.2 When determining the ISR the Governing Body will base this on the school's size, circumstances, and other responsibilities of the post and will take account of any difficulties there may be in recruiting or retaining a Headteacher.

5.1.3 The Governing Body may consider setting the ISR up to two groups above the school's group when recruiting a new Head or retaining an existing Head only in the following exceptional circumstances:

- if the school is subject to a formal warning, or in serious weaknesses or subject to special measures and needs to appoint a new Headteacher to turn the school around;
- where the Governing Body determine that an ISR within the school's group would not be sufficient to attract a suitable candidate to the vacant Headship or is not sufficient to retain the existing Head and there is a perceived need to do so;

5.1.4 The Governing Body will seek to agree performance objectives annually with the Headteacher, relating to school leadership, management and pupil progress and, in default of agreement, the Governing Body will set such performance objectives.

5.1.5 Commencing salary will be determined in accordance with the provisions of the Teachers' Pay and Conditions Document. The Governing Body shall not determine that there shall be any further progression up the pay spine unless there has been a sustained high quality of performance taking account of the performance objectives agreed or set under 5.1.4 above. The Governing Body ~~has~~ ~~has not~~ decided to accord to the provisions set out in Appendix 2.

- 5.1.6 Other than when it is necessary, after a change in the ISR, to move the Headteacher up the pay scale to ensure the salary equals the minimum of the ISR, the Headteacher's salary will not be increased by more than two points in the course of the academic year. Such points awarded, will be effective from 1st September each year. Where a higher ISR is set, any performance points for the previous year will be granted on the basis of the lower ISR before the salary is assimilated on to the higher range.
- 5.1.7 In relation to the setting and review of performance objectives the Governing Body will be advised by an external adviser.

5.2 Deputy Headteachers

- 5.2.1 The Governing Body will select a Deputy Headteacher pay range, for each Deputy Headteacher, consisting of five consecutive points on the leadership pay spine as set out in the School Teachers' Pay and Conditions Document.
- 5.2.2 When determining each Deputy Headteacher's pay range the Governing Body will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting and retaining a Deputy Headteacher.
- 5.2.3 The maximum of the pay range for a Deputy Headteacher must be at least one point below the minimum of the ISR for the Headteacher and the minimum of the range for any Deputy Headteacher must be higher than the salary* of the highest paid classroom teacher.
- 5.2.4 The Governing Body, through the Headteacher, will seek to agree performance objectives annually with the Deputy Headteacher(s) relating to school leadership and management and pupil progress and in default of agreement the Governing Body will set such performance objectives.
- 5.2.5 Commencing salary will be determined in accordance with the provisions of the School Teachers' Pay and Conditions Document. The Governing Body shall not determine that there shall be any further progression up the pay spine unless there has been a sustained high quality of performance taking account of the performance objectives agreed or set under 5.2.4. The Governing Body *has/has not* decided to accord to the provisions set out in Appendix 2.
- 5.2.6 Other than when it is necessary to move the Deputy Headteacher up the pay scale to ensure the salary equals the minimum of his/her Deputy Head pay range, the Deputy Head's salary will not be increased by more than two points in the course of the academic year. Such points awarded will be effective from 1st September each year. Where a higher Deputy Head range is set, any performance points for the previous year will be granted on the basis of the lower pay range before the Deputy Headteacher's pay is assimilated on to the higher range.

5.3 Assistant Headteachers

- 5.3.1 The Governing Body will select an Assistant Headteacher pay range for each Assistant Headteacher, consisting of five consecutive points on the leadership pay spine as set out in the School Teachers' Pay and Conditions Document.

- 5.3.2 When determining each Assistant Headteacher's pay range the Governing Body will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting an Assistant Headteacher.
- 5.3.3 The maximum of the pay range for an Assistant Headteacher must be at least one point lower than the maximum of the range for any Deputy Headteacher and the minimum of the range for any Assistant Headteacher must be higher than the salary* of the highest paid classroom teacher.
- 5.3.4 Other than when it is necessary to move the Assistant Headteacher up the pay scale to ensure the salary equals the minimum of his/her Assistant Headteacher pay range, the Assistant Headteacher's salary will not be increased by more than two points in the course of the academic year. Such points awarded will be effective from 1st September each year. Where a higher Assistant Headteacher range is set, any performance points for the previous year will be granted on the basis of the lower pay range before the Assistant Headteacher's pay is assimilated on to the higher range.
- 5.3.5 The Governing Body, through the Headteacher, will seek to agree performance objectives annually with the Assistant Headteacher(s) relating to school leadership and management and pupil progress and in default of agreement the Governing Body will set such performance objectives.
- 5.3.6 Commencing salary will be determined in accordance with the provisions of the School Teachers' Pay and Conditions Document. The Governing Body shall not determine that there shall be any further progression up the pay spine unless there has been a sustained high quality of performance taking account of the performance objectives agreed or set under 5.3.4. The Governing Body *has/has not* decided to accord to the provisions set out in Appendix 2.

*Please refer to the definition as outlined in the School Teachers' Pay and Conditions Document. The Governing Body *has/has not* decided to include recruitment and retention allowances in this calculation.

6. Additional Payments to Teachers

~~(i) The Governing Body may exercise its discretion to award additional payments to teachers (including the Headteacher) for inservice training undertaken outside of normal school hours as follows: (Governing Body to insert remuneration e.g. a fixed hourly rate based upon the member of staff's actual salary or an hourly rate based upon a notional salary determined by the Governing Body)~~

or

~~The Governing Body has chosen not to exercise its discretion to award additional payments for inservice training;~~

~~(ii) The Governing Body may exercise its discretion to award additional payments to teachers (including the Headteacher) who participate in out of school hours learning activities as follows: (Governing Body to insert remuneration e.g. a fixed hourly rate based upon the member of staff's actual salary or an hourly rate based upon a notional salary determined by the Governing Body).~~

~~Activities that will attract payment include breakfast clubs, homework clubs, summer schools (study support, literacy and gifted and talented), sporting activities, other outdoor activities and clubs linked to curricular, arts and hobby interest areas.~~

~~or~~

~~The Governing Body has chosen not to exercise its discretion to award additional payments for out of school hours learning activities;~~

- (iii) ~~The Governing Body may exercise its discretion to award additional payments to teachers (including the Headteacher) for activities related to the provision of Initial Teacher Training, in which case the Pay Committee will determine any payments on an individual basis;~~

~~or~~

~~The Governing Body has chosen not to exercise its discretion to award additional payments for Initial Teacher Training;~~

- (iv) 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 the Governing Body shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay and Conditions Document;
- (v) The Governing Body may, as an incentive for the recruitment of new teachers and the retention of existing teachers, exercise its discretion to make payments or provide other financial assistance, support or benefits for the purposes of assisting the teacher with:
- the provision of housing;
 - ~~UHQFDVQRQH[SHQVH~~
 - travel expenses incurred in connection with his/her journey to and from ~~KV\KHUSDFHRI ZRUN~~
 - the provision of care for children or other dependants; or
 - leisure club membership

As far as relocation is concerned, the school will operate the appropriate current Local Authority Scheme. †Reference should be made to Section 1 of the Schools Personnel Handbook (see Part 5: Relocation expenses on recruitment; Travel and meal allowances).

~~or~~

~~The Governing Body has chosen not to exercise its discretion to award recruitment incentives and benefits.~~

7. **Residential Duties**

Where teaching staff work in residential establishments, the Governors will ensure that arrangements are made so that they receive such eligible payments as set by the Joint National Council for Teachers in Residential Establishments.

8. **Support Staff**

The Governing Body will ensure that the salaries determined for support staff are in accordance with nationally or locally agreed conditions of service.

8.1 The salaries of all support staff will normally be assessed:

- upon appointment to the school;
- annually to take effect from 1st April;
- upon an appropriate request by the postholder;
- at any other time deemed appropriate by the Governing Body.

8.2 This assessment will be determined by the following criteria:

- responsibilities of the post;
- performance of the postholder in accordance with previously agreed objectives;
- taking into account any current grading/job descriptions/job evaluation framework in force in the local Authority;
- in accordance with any career progression scheme for support staff adopted by the school.

9. Salary Protection/Safeguarding

The Governing Body will ensure appropriate salary protection/safeguarding in accordance with the School Teachers' Pay and Conditions Document/NJC national agreements and Local Authority Policy and/or any formal agreements related to individual staff.

10. Pay Differentials

Salaries assessed in accordance with this policy will take into account different levels of responsibilities and other material differences between posts and postholders, together with any requirements of the School Teachers' Pay and Conditions Document or any Local Authority Job Evaluation Scheme.

11. Staffing Budget

The amount of money allocated to implementing the school's pay policy will be determined at the beginning of each financial year through the budget allocation process of the school.

12. Relationship With The School Improvement And Development Plan

The Governing Body will ensure that any pay-related decisions support and reflect the overall objectives identified in the School Improvement and Development Plan. Wherever possible, career progression and staff development will also be taken into account.

13. Pensions

The Governing Body 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 Governing Body recognises that, were this to be done, the DfES and Local Authority, where appropriate, may use their powers to substitute a notional salary for calculation of pension.

14. Access to Development Opportunities

The Governing Body believes that access to development opportunities (for example promotion, additional responsibilities) should be available to all staff, whether full or part-time, permanent or fixed term and will advertise their availability within the school.

15. Equalities

The Governing Body recognises its responsibilities to comply with the Race Relations, Sex Discrimination, Equal Pay, Disability Discrimination Acts, Employment Relations Acts of 1996, 1999 and 2002 as well as the Part Time Workers' Regulations and the Fixed Term Employees' Regulations in the implementation of this policy.

16. Consultation Arrangements

In establishing and in subsequently reviewing the school's pay policy, the Governing Body will consider the views of school staff prior to determining the approved policy. A copy of the pay policy will be made available to every member of staff.

17. Communication Arrangements

The Governing Body is committed to ensuring that all staff are aware of the school's pay policy and that the reasons for pay-related decisions are understood. The application of the school's pay policy will be undertaken in as open a way as possible. However, the salary details of individual members of staff shall remain confidential between themselves and the Headteacher/Pay Committees/Governing Body/accredited external parties. The chairs of the pay committees are responsible for informing staff of any decisions of the pay committees.

18. Initial Determination of Pay

The Governing Body will have overall responsibility for all pay matters. However, other than the determination of salary/pay ranges for members of the leadership group, the Staff Pay Committee and the Headteacher's Pay Committee will both have fully delegated powers to make decisions within the pay policy approved by the Governing Body.

19. Appeal Against Pay Decisions

- i) A member of staff may appeal against any determination in relation to his/her pay or any other decision taken by the Governing Body that affects pay;
- ii) The possible grounds for appeal are that the person or committee by whom the decision was made:

- incorrectly applied any provision of the Teachers' Pay and Conditions Document;
- failed to have proper regard for the relevant statutory guidance;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- failed to apply the school's own pay policy;
- was biased; or
- otherwise unlawfully discriminated against the teacher.

iii) The appeal process is as follows:

- the member of staff receives written confirmation of the pay determination and where applicable the basis on which the decision was made;
- if the member of staff is not satisfied, he/she should seek to resolve this by discussing the matter informally with the decision maker within ten working days of the decision;
- where this is not possible, or where the member of staff continues to be dissatisfied, he/she may follow a formal procedure as set out below;
- the member of staff should set down in writing the grounds for questioning the pay decision – including details – which relate to the grounds set out above. This should be sent to the person (or committee) who made the determination, within ten working days of the notification of the decision. This being appeals against the decision or of the outcome of the discussion referred to above;
- the person or committee who made the determination should provide a hearing within ten working days of receipt of the written grounds for questioning the pay decision to consider this. The member of staff must be given an opportunity to make representations in person and will be entitled to be accompanied by a colleague or trade union representative. Following the hearing, the member of staff should be informed in writing of the hearing's decision and the right of appeal;
- any appeal should be heard by a Pay Appeal Committee composed of three governors who were not involved in the original determination, normally within twenty working days of the receipt of the written appeal notification. At the hearing, the member of staff lodging the appeal should be given the opportunity to make representation in person and to be entitled to be accompanied by a friend or trade union representative;
- a designated member of the appropriate Pay Committee will present the evidence to support the original decision;

- both parties may call witnesses;
- relevant papers will be exchanged by the parties no later than three working days before the hearing;
- the Pay Appeals Committee will deliberate in private and will communicate their decision to all parties within 48 hours.

The decisions of the Governing Body's Pay Appeals Committee are final, and there is no recourse to the staff grievance procedures.

Such appeals relate only to decisions made by the Governing Body and not to any determination made under School Teachers' Pay and Conditions provision by accredited external parties.

- iv) Each step and action of this process should be taken without unreasonable delay. The timing and locations of the formal meetings must be reasonable and allow both parties to explain their cases.
- v) The detailed procedure for the hearing of the appeal is set out in Appendix 1 to the School Pay Policy.

PAY APPEAL PROCEDURE**Procedure at a Hearing of the Pay Appeal Committee of the Governing Body**

1. The committee should elect a Chair who should then introduce those present and explain the purpose of the hearing.
2. The appellant, or nominated person, should present evidence on the case, referring to any relevant documentation.
3. The Headteacher and his/her representative should be given the opportunity to ask questions.
4. The members of the committee and their adviser(s) should be given the opportunity to ask questions.
5. The Headteacher, or his/her representative, should present his/her case referring to any relevant documentation.
6. The appellant, or his/her representative, should be given the opportunity to ask questions.
7. The members of the Committee and their adviser(s) should be given the opportunity to ask questions.
8. The appellant, or his/her representative, should make a closing statement.
9. The Headteacher, or his/her representative should, make a closing statement.
10. The Chair of the Pay Appeal Committee should call an adjournment. All parties will be required to withdraw except members of the Committee and their adviser(s) who consider the evidence, discuss the case and the Committee will reach a decision.

Notes:

- (1) The Chair of the Committee may vary the order of procedure in exceptional circumstances and at any stage in the proceedings a request by either side for the Chair maybe granted at the discretion of the Committee.
- (2) Where the person making the appeal is the Headteacher, the Chair of Governors, or nominated person, should present the evidence on behalf of management. In that situation, the words "Headteacher" above should be replaced by "appellant".

PERFORMANCE PAY

The Governing Body agrees the school budget and will ensure that appropriate funding is allocated for performance pay progression at all levels. The Governing Body recognises that funding cannot be used as a criterion to determining Upper Pay Spine progression.

The Governing Body will take fully into account the application of the criteria for progression for various appropriate groups as set out below:-

1. Application of Leadership Group Pay Progression Criteria - Clarification

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

To achieve progression, the School Teachers' Pay and Conditions Document (STPCD) requires individuals on the leadership spine to have demonstrated sustained high quality performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

A successful performance review, as prescribed by the appraisal regulations², will involve a performance management process of:-

- performance objectives;
- classroom observation (where relevant);
- other evidence.

To ensure that there has been high quality performance, the performance review will need to assess that the teacher has grown professionally by developing their leadership and (where relevant) teaching expertise.

2. Application of Upper Pay Spine Progression Criteria - Clarification

USP3 teachers play a critical role in the life of the school. They provide a role model for teaching and learning, make a distinctive contribution to the raising of pupil standards and contribute effectively to the work of the wider team. They take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning.

The following paragraphs refer to all teachers seeking to progress on the Upper Pay Scale.

To achieve progression, the School Teachers' Pay and Conditions Document (STPCD) requires that the achievements of post-threshold teachers and their contribution to school(s) should have been substantial and sustained. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

Progression on UPS should be based on two successful consecutive performance management reviews, other than under the exceptional circumstances as set out in the STPCD.

A successful performance review as prescribed by the appraisal regulations³ involves a performance management process of

- performance objectives;
- classroom observation;
- other evidence.

To ensure that the achievements and contribution have been substantial and sustained, that performance review will need to assess that the teacher has:

- continued to meet threshold standards; and
- grown professionally by developing their teaching expertise post threshold.