



PAY POLICY 2016

Ratified by Governors

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(or earlier if considered necessary)

Signature/s

Chair of Governors – Mr P Dollimore

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1. **INTRODUCTION**

- 1.1 This Policy has been adopted by the Governing Body and applies to all teachers and support staff employed to work at Grange Primary School (hereafter referred to as 'the school'). It has been consulted on with staff and the recognised trade unions.
- 1.2 Nothing in this Policy should be interpreted as contradicting or overriding the provisions of the current School Teachers' Pay and Conditions Document ("STPCD") which is mandatory. The school will also adhere to the Council's Employment Based Cost Review (EBCR) and job evaluation arrangements for support staff.

The purpose of the Policy is to set out adopted local agreements and supplement the nationally agreed salary arrangements, clarifying, in particular, how areas of discretion are to be exercised by the school.

- 1.3 The Policy will be reviewed annually by the Governing Body and particularly where there are changes in the STPCD affecting areas of discretion to be exercised by the 'relevant body'. Changes in the pay of support staff in community schools will be determined in accordance with the Council's decisions as recommended to Governing Bodies. Consultation with staff and recognised trade union representatives will be undertaken prior to any changes being adopted. The review of the policy will include trends of progression across specific groups of staff to assess its effect and the school's continued compliance with equalities legislation.
- 1.4 The Policy should be read in conjunction, as appropriate, with other Human Resources policies and procedures, including in particular the school's Recruitment Policy. These are available from the school. Reference should also be made to the related documents section below.
- 1.5 The Governing Body has delegated full powers to the Pay Committee. This Committee is responsible for determining all pay matters in accordance with the Pay Policy, the schools appointments procedure and the school's Performance Management Policy. The Governing Body, operating through this Committee, will ensure that discretionary pay elements are used in a fair, equitable and consistent manner. Appendix 2 confirms the terms of reference of the Pay Committee.
- 1.6 The Headteacher will make recommendations on pay for all staff in the school, and the Pay Committee will make the recommendation for the pay of the Headteacher. The Pay Committee will oversee all pay decisions

Related Documents

This Pay Policy will be applied as supplemented by specific provisions contained within:

- The School Teachers' Pay & Conditions document
- The NJC National Agreement on Pay and Conditions of Service ("the Green Book")
- The School's Capability procedure for Teachers and for support staff as recommended to Governing Bodies

- The School's appraisal policies for support staff and teachers
- Teachers' Performance Management Regulation

2. PRINCIPLES AND OBJECTIVES

- 2.1 This pay policy is not intended to duplicate the School Teachers' Pay and Conditions Document ("STPCD"); however, there are some sections within the Document which are discretionary.
- 2.2 The school recognises the need to manage pay equitably and will ensure through this policy that pay has a positive influence by undertaking to:
- support the school's development including current priorities and targets;
 - demonstrate that all pay decisions are made consistently and fairly, in compliance with anti-discrimination legislation;
 - ensure that appropriate arrangements are made for staff to appeal against any pay decision affecting them personally, and for such appeals to be heard by a panel of governors whose members have not been involved previously in the decision against which an appeal is made;
 - within its budget, and recognising the different terms and conditions, to reward all staff appropriately, with similar considerations being given to teaching staff and support staff;
 - use the nationally and locally agreed pay scales, together with any discretions available to them, to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay;
 - ensure that all staff have confidence that they are receiving fair and equal treatment;
 - inform staff of changes to their pay;
 - ensure that staff are aware of the procedures within which pay decisions are made and that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales.

All appointed teachers are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document (STPCD) as updated from time to time. A copy of the latest version may be found from the school or on-line at <http://www.education.gov.uk/search/results?q=schools+teachers+pay+and+conditions>.

All pay-related decisions are made taking full account of STPCD and the teachers' professional associations and trade unions have been consulted on this pay policy. All pay related decisions are taken in compliance with current employment legislation including

The Equality Act 2010, The Equal Pay Act 1970, The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The Employment Act 2002 (Dispute Resolution) Regulations, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

PART ONE - TEACHING STAFF

3. TERMINOLOGY

- 3.1 The “relevant body” for pay purposes in respect of teachers employed at the school is the Governing Body.
- 3.2 Unless otherwise stated the words in Part One of this Policy shall have the same meaning as the words in the STPCD

4. PAY RANGES AND PAY SCALES

- 4.1 The School Teachers Pay and Conditions Document gives a national minimum and maximum for the pay ranges for Unqualified Teachers, Main Scale Teachers, Upper Pay Range Teachers, Leading Practitioners and the Leadership Group. The Governing Body determines the pay scales and will review them on an annual basis. The values of the pay scales adopted by the Governing Body of this school are shown in appendix 5 of this policy.

5. PAY REVIEWS

- 5.1 The Governing Body will ensure that each teacher’s salary is reviewed annually, with effect from 1 September and all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled no later than by 31 October each year.

This will mean that recommendations about teacher’s pay should be completed by 10 October of each year in order to allow for any appeals against the recommendation to be lodged and heard.

- 5.2 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.
- 5.3 Where a pay determination leads or may lead to the start of a period of safeguarding, the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

6. BASIC PAY DETERMINATION ON APPOINTMENT

- 6.1 The Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate. The starting salary will therefore be by negotiation following consideration of previous experience.

6.2 In making such determinations, the Governing Body may take into account a range of factors, including:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider school context

There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school although in practice this may be the norm in order to recruit able staff.

7. PAY PROGRESSION BASED ON PERFORMANCE

7.1 The school recognises that the performance of a teacher is the most important factor in deciding on salary levels, but that high level performance is achieved through high quality and successful experience, and focused professional development. Therefore this policy recognises the links between experience and performance, and seeks consistently to incentivise the very best teachers, at the same time as ensuring they develop strong and well-embedded skills whilst building their craft.

7.2 In this school 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 teacher appraisal are set out in the school's appraisal policy.

7.3 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, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

7.4 There will be meetings throughout the appraisal process so that all teachers are aware of their progress towards meeting the criteria for pay progression. In the event that a teacher is unlikely to meet the criteria for pay progression they can expect to be alerted to this and given support to improve their performance.

7.5 NQTs receive regular feedback during their induction year, and schools should determine how best to use this information to inform the decision about whether they will receive an increment at the end of their first year of teaching. A guidance note 'Pay Progression: NQTs' has been produced and school may wish to refer to this document as a basis for making the pay assessment.

7.6 To be fair and transparent, assessments of performance will be properly rooted in evidence. In this school we will ensure fairness by quality assurance and moderation by the governing body.

7.7 Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the appraisal report and taking into account advice from the senior leadership team. The Governing Body will consider its approach in the light of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels.

Appendix 4 details how pay will be linked to performance in the school.

8. MOVEMENT TO THE UPPER PAY RANGE

8.1 Decisions made about movement to the upper pay range in one school will not be binding on another school

8.2 Applications and Evidence

8.2.1 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.

8.2.2 Applications may be made in writing to the Headteacher once a year. The deadline for receipt is 30 September for progression from the start of that academic year.

8.2.3 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.

8.2.4 The fact that a teacher is paid on the upper pay range does not imply that they have to take on additional management responsibilities although they do have responsibilities for the wider work of the school including for example coaching and mentoring other teachers and assisting them to develop their teaching practice.

8.3 The Assessment

8.3.1 An application from a qualified teacher will be successful where the Governing Body is satisfied that:

(a) the teacher is highly competent in all elements of the relevant standards;

- '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 school, in order to help them meet the relevant standards and develop their teaching practice.

and

(b) the teacher's achievements and contribution to the school are substantial and sustained.

- ‘substantial’ means of real importance, validity or value to the school; play a critical role in the life of the school; 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; and

‘sustained’ means maintained continuously over the previous 2 academic years and demonstrated by an overall grade of Level 1 in the appraisals for the 2 years immediately preceding the application for assessment. A lesser period of time can be considered in situations such as maternity or long term sickness. If a teacher is working on a part time basis, the period of time remains 2 years and is not lengthened on a pro rata basis.

- 8.3.2 The application will be assessed by the Headteacher who will make a recommendation to the Pay Committee of the governing body so that they can make the final determination

8.4 Processes and procedures

- 8.4.1 The assessment and determination of the governing body will be made by 31 October and applicants will receive a response within 10 working days of the date of the determination.
- 8.4.2 If successful, applicants will move to the upper pay range from the start of the academic year. Successful applicants will be placed on the minimum of the upper pay range.
- 8.4.3 If unsuccessful, feedback will be provided by a member of the senior leadership team within 10 workings of the date of the determination by the Governing Body and will be confirmed in writing
- 8.4.4 Any appeals against a recommendation or a decision not to move the teacher to the upper pay range will be heard under the arrangements outlined in paragraph 22.

9. PART-TIME TEACHERS

- 9.1 Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing Body 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.

10. SHORT NOTICE/SUPPLY TEACHERS

- 10.1 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.

11. PAY INCREASES ARISING FROM CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT

- 11.1 All teachers are paid in accordance with the statutory provisions of the Document as updated from time to time.
- 11.2 Cost of living pay rises in the School Teachers Pay and Conditions Document are only made to the minimum and maximum of the pay ranges. This school has decided to apply the same percentage cost of living pay increase to all spine points in the pay ranges. Cost of living increases to TLR and SEN allowances will be applied in accordance with the School Teachers Pay and Conditions Document.

12 UNQUALIFIED TEACHERS

- 12.1 The School will only employ unqualified teachers where they are:
- giving instruction in any art, skill, subject or group of subjects (including any form of vocational training) and have special qualifications
 - overseas trained teachers;
 - persons granted a licence under the provisions of Part II of Schedule 2 to the Education (Teachers) Regulations 1993;
 - student teachers, teacher trainees who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS; or
 - assistant teachers at a nursery school or teachers of a nursery class, who were employed as teachers under the Education (Teachers) Regulations 1982 before 1 September 1989.
- 12.2 Those beginning work as unqualified teachers will be placed on the minimum of the new pay range, unless the Governing Body determines that they have other relevant experience, in which case the salary will be reviewed in light of that experience.
- 12.3 It may be determined that an additional allowance is payable where it is considered that the unqualified teacher has:
- a sustained additional responsibility that is focused on teaching and learning and requires the exercise of a teacher's professional skills and judgement ; or
 - qualifications or experience which bring added value to the role s/he is undertaking.
- 12.4 Unqualified teachers will not hold TLRs, SEN allowances or Recruitment and Retention incentives and benefits.

An unqualified teacher who becomes qualified

- 12.5 Upon obtaining qualified teacher status an unqualified teacher will be transferred to a salary within the Main Pay Range for teachers.
- 12.6 Where the teacher continues to be employed by the same school within which they were employed before they obtained qualified teacher status the teacher will be paid a salary which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum), as the Governing Body considers to be appropriate.
- 12.7 A teacher who obtains qualified teacher status retrospectively under the regulations will be paid a lump sum by the relevant body responsible for the payment of remuneration at the time when qualified teacher status was effectively obtained.
- 12.8 The aforementioned lump sum will be the difference (if any) between the remuneration the teacher was actually paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a qualified teacher, from the date qualified teacher status was effectively obtained to the date when the lump sum is paid.

13. LEADING PRACTITIONER

- 13.1 Teachers are entitled to be paid on the pay range for leading practitioners if they are in a post whose primary purpose is to model and lead improvement of teaching skills.
- 13.2 Teachers on the pay range for leading practitioners must be an exemplar of teaching skills, lead the improvement of teaching skills in their school and carry out the professional responsibilities of a teacher other than a Headteacher, including those responsibilities delegated by the Headteacher.
- 13.3 A teacher on the pay range for leading practitioners must take a leadership role in developing, implementing, and evaluating policies and practice in their workplace that contribute to school improvement. This might include:
- (a) coaching, mentoring and induction of teachers, including trainees and newly qualified teachers;
 - (b) disseminating materials and advising on practice, research and continuing professional development provision;
 - (c) assessment and impact evaluation, including through demonstration lessons and classroom observation ;
 - (d) helping teachers who are experiencing difficulties.
- 13.4 They may also be required to undertake this role in other schools or in relation to teachers from other schools.
- 13.5 The nationally determined minimum and maximum for the pay range for leading practitioners is given in the School Teachers' Pay and Conditions Document. The

school will determine the post range when it establishes a leading practitioner post within its staffing structure.

14. LEADERSHIP GROUP

- 14.1 Headteachers, Deputy Headteachers and Assistant Headteachers employed at the school shall be paid on the salary ranges determined in accordance with the provisions of the STPCD.
- 14.2 The salary ranges are determined according to a three step process. Further details about how to undertake this process can be found in the Department for Education document “Implementing your school’s approach to pay” which can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/341987/Implementing_your_school_s_approach_to_pay_departmental_advice.pdf
- 14.3 The pay band for the Headteacher is L18 – L31 It will only be exceeded by more than 25% in wholly exceptional circumstances. In this situation a robust business case will be drawn up and external independent advice must be sought from an appropriate person or body who can decide whether it is justifiable to exceed the limit in a particular case. There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.
- 14.4 The Deputy has a 5 point range on the leadership scale and should be positioned between the bottom of the Headteacher’s ISR and the highest paid teacher. The top of the Deputy range can be consecutive points but they cannot overlap. The pay band for the Deputy Head is L13 – L17.
- 14.5 The Assistant has a 5 point range on the leadership scale and should be positioned between the bottom of the Deputy range and the highest paid teacher. The pay band for the Assistant Head is L8 – L12.
- 14.6 Where consideration is given to the Headteacher being appointed as a Headteacher of more than one school, either on a temporary or permanent basis then the provisions of the STPCD will apply.

Performance Review

- 14.7 Progression through the appropriate pay range for all teachers in the leadership group will not be automatic.
- 14.8 An annual review of the performance of Assistant and Deputy Headteachers must be undertaken by 31 October and by 31 December for Headteachers using the schools performance management process.

This will mean that recommendations about the pay of Assistant and Deputy Headteachers should be completed by 10 October and recommendations about the pay of Headteachers should be completed by 1 December of each year in order to allow for any appeals to be lodged and heard.

- 14.9 To achieve progression there must be a demonstration of sustained high quality performance, with particular regard to leadership, management and pupil progress at the school and a review of performance against performance objectives and teacher standards.
- 14.10 To be fair and transparent, judgements will be properly rooted in evidence and there must have been a successful review of performance.
- 14.11 A successful performance review, as prescribed by the appraisal regulations, will involve a performance management process of:
- performance objectives
 - ongoing monitoring
 - teacher standards
 - pupil progress
 - other evidence
- 14.12 To ensure that there has been a high quality performance, the performance review will assess that the individual has grown professionally by developing their leadership and (where relevant) teaching experience.

15. DETERMINATION OF DISCRETIONARY PAYMENTS TO HEADTEACHERS

- 15.1 The new approach to setting Headteacher pay means that the need to make additional payments using allowances will be largely unnecessary as all relevant factors should be taken into account when setting the pay range. The exception to this is for temporary or irregular responsibilities or other very specific reasons which it is not appropriate to incorporate into permanent pay, such as housing or relocation costs. Such payments should be clearly time limited from the outset and cease when the responsibility ceases or circumstances change. Safeguarding does not apply to such arrangements. The total value of the salary and temporary payments made to a Headteacher in any one year must not exceed 25% above the maximum of the Headteacher group for their school. It will only be exceeded by more than 25% in wholly exceptional circumstances. In this situation a robust business case will be drawn up and external independent advice must be sought from an appropriate person or body who can decide whether it is justifiable to exceed the limit in a particular case. There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.

16. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs)

- 16.1 TLRs will be awarded to classroom teachers undertaking a sustained responsibility in accordance with the conditions laid down in the STPCD. Such TLRs will be assigned to specific posts within the school's staffing structure.

- 16.2 In awarding a TLR 2 payment, the school is satisfied that the teacher's duties include a significant responsibility for which s/he is accountable, not required of all classroom teachers, and that-
- 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 pupil development across the curriculum;
 - d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
 - e) involves leading, developing and enhancing the teaching practice of other staff.
- 16.3 In awarding a TLR 1 payment, the school is satisfied that in addition to the criteria detailed above the teacher will also carry line management responsibility for a significant number of people.
- 16.4.1 The relevant body will award a fixed-term third TLR (TLR3) for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of a TLR3 will be within the range given in the STPCD.. The duration of the fixed term must be established at the outset and payment will be made on a monthly basis for the duration of the fixed term.
- 16.4.2 All TLR3s will be advertised internally, and all qualified teachers employed in the school will have an opportunity to apply for them.
- 16.5 The values of TLRs have been set by the Governing Body and are shown in the school's staffing structure (Appendix 1). The school will review the cash value of the TLRs annually in the light of pay awards made under the STPCD.

17. SPECIAL EDUCATIONAL NEEDS ALLOWANCES (FOR CLASSROOM TEACHERS)

- 17.1 An SEN allowance will be paid to eligible classroom teachers under the provisions of the STPCD. The STPCD sets maximum and minimum values for such payments.
- 17.2 Where an SEN allowance is paid the spot value will be determined by taking account of the school's SEN provision and:
- i) whether any mandatory qualifications are required for the post;
 - ii) the qualifications or expertise of the teacher relevant to the post; and
 - iii) the relative demands of the post.

18. RECRUITMENT AND RETENTION INCENTIVES AND BENEFITS

- 18.1 The payment of recruitment and retention incentives and benefits may be considered in respect of individual posts for which specific recruitment/retention difficulties have been identified. Any use of such payments will be applied on a non-discriminatory basis and on the basis of clearly defined criteria determined by the Governing Body from time to time. Please refer to current criteria in Appendix 3 to this policy.
- 18.2 Where it is determined to pay such an incentive/benefit, the amount will be determined to meet the circumstances of the case. The level of payment and any required qualifying period of service will be set out in writing to the teacher concerned.
- 18.3 Where the Governing Body makes one or more such payments, or provides such financial assistance, support or benefits in one or more cases, the Governing Body will conduct a regular formal review of all such awards. The expected duration of any such incentives and benefits will be made clear at the outset, including the review date after which they may be withdrawn.

19. OUT-OF-SCHOOL HOURS LEARNING ACTIVITIES (“OOSHLA”)

- 19.1 The school acknowledge that some teachers supervise out of school activities i.e. sports club, drama and music productions, revision classes and other events purely on a voluntary basis. The school is extremely grateful to teachers who support pupils in this way. The school acknowledges that these activities are entirely voluntary and that teachers should not feel under any obligation (moral or contractual) to provide these services. The school also acknowledge that many other teachers support pupils in other ways.

20. ADDITIONAL PAYMENTS – TEACHERS

- 20.1 The Governing relevant body may make such payments as they see fit to a teacher, including a Headteacher, in respect of-
- (a) continuing professional development undertaken outside the school day;
 - (b) activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
 - (c) participation in out-of-school hours learning activity agreed between the teacher and the Headteacher or, in the case of the Headteacher, between the Headteacher and the relevant body;
 - (d) additional responsibilities and activities due to, or in respect of, the provision of services by the Headteacher relating to the raising of educational standards to one or more additional schools, unless appointed to more than one school on a permanent basis.

21. SALARY SAFEGUARDING - TEACHERS

21.1 Salary safeguarding will be paid to eligible teachers and in line with the provisions of the STPCD.

22. REVIEW OF PAY DECISIONS AND APPEAL ARRANGEMENTS – TEACHERS

22.1 Review

22.1.1 Where a teacher is not satisfied with a pay recommendation, they should seek to resolve this informally with the appropriate manager within 10 working days of receiving the decision.

22.1.2 Where this is not possible, the teacher may request a formal review of pay. This should be made in writing to the Headteacher.

22.1.3 A formal hearing will be arranged and the panel will normally consist of the Headteacher and another senior leader in the school who has not been involved in the pay decision. Where this is not possible, it may be necessary for a governor to sit on the panel.

22.1.4 The outcome of the meeting will be conveyed to the teacher in writing within 7 working days.

22.1.5 There is a right to appeal against this decision.

22.2 Grounds for Appeal

22.2.1 An appeal against a pay decision can be lodged within 10 working days of the date when the teacher receives written confirmation of their pay decision or of the date when the teacher receives the outcome of the pay review. It must clearly state the grounds for the appeal.

22.2.2 The only grounds which will be accepted as the basis of an appeal are that the person by whom the decision was made are claimed to have: -

- a. Incorrectly applied any provision in the School Teachers' Pay & Conditions Document
- b. Failed to have proper regard to statutory guidance
- c. Failed to take proper account of relevant evidence
- d. Taken account of irrelevant or inaccurate evidence
- e. Been biased and/or unlawfully discriminated against the teacher

22.2.4 The appeal will be heard by a committee of the Governing Body and their decision will be final

22.2.5 The outcome of the appeal will be conveyed to the teacher in writing within 7 working days of the hearing.

22.3 Right to be accompanied

22.3.1 The teacher has the right to be accompanied by a work based colleague or trade union representative at the pay review hearing and the appeal hearing. If the employee's representative is not available at the time fixed for the meeting, it must be rescheduled to accommodate the availability of the companion, so long as a reasonable alternative date is proposed which is within 5 working data of the originally proposed date.

22.4 This process performs the function of the grievance procedure on pay matters and decisions cannot therefore be reopened under general grievance procedures.

PART TWO – SUPPORT STAFF

26. STAFFING STRUCTURE

- 26.1 The school has agreed a staffing structure for support staff working at the school and this is attached at Appendix 1. The structure ensures that there is appropriate line management of all staff.
- 26.2 The work to be undertaken by each postholder and the outcomes to be achieved will be set out in a job description setting out the criteria for each post.

27. GRADING OF POSTS

- 27.1 The school will consult the Council about the grading of all support staff posts in accordance with the requirements of the School Standards and Framework Act 1998.

28. STARTING SALARY POINT

- 28.1 The actual pay point within the salary range for each newly appointed employee will be at the minimum spinal column point (scp) of the grade.

29. INCREMENTAL PROGRESSION

- 29.1 Subject to good or better performance, a member of support staff will move one point on their scale at 1st April each year. (NB: The first incremental date falls 6 months following appointment for staff appointed between 01 October and 31 March). Incremental progression will continue until the top of the scale is reached.

30. WITHHOLDING INCREMENTAL PROGRESSION

- 30.1 An increment for a member of support staff may exceptionally be withheld where the employee is subject to formal competency procedures. The Governing Body may still opt to award the incremental point once the employee's performance has returned to good.

31. PAY RECOGNITION POLICIES

- 31.1 Line managers can recommend staff for additional pay awards for outstanding performance or contributions over and above their normal duties. To do this they can use one of the schemes below, depending on individual circumstances.
- 31.2 Requests for pay recognition rewards must be authorised by the Pay Committee in accordance with the Scheme of Delegations.

32. TEMPORARY ADDITIONAL RESPONSIBILITIES – ACTING UP

- 32.1 Reward for staff who are asked to take on the duties and responsibilities of a higher graded post - in whole or part - temporarily, for a continuous period of at least four weeks.

33. HONORARIUM SCHEME

33.1 Honorarium scheme An honorarium is a percentage payment for a particular period of time e.g. 2.5% over a 6 month period.

33.2 There is also an option to reward staff by awarding an additional payment (honorarium) from £500 to a maximum of £1500. The employee's performance must meet one or more of the following performance criteria:

- Consistent performance for at least six months of high quality work over and above that normally expected of the post holder.
- Consistent performance of work of the same quality over and above that normally expected of the post holder.
- Performance of work to such a high standard that little supervision is required in circumstances where there is usually a strong supervisory element.
- A permanent, measurable increase in responsibility which is insufficient to warrant regrading.

34. SPECIAL MERIT SCHEME

(A merit payment is a single set payment up to £1,000.)

34.1 Reward for contributions to one-off projects, beyond that normally expected in the course of duties, or for absorbing a substantially increased workload, where other forms of payment have not been made.

35. APPEAL ARRANGEMENTS – SUPPORT STAFF

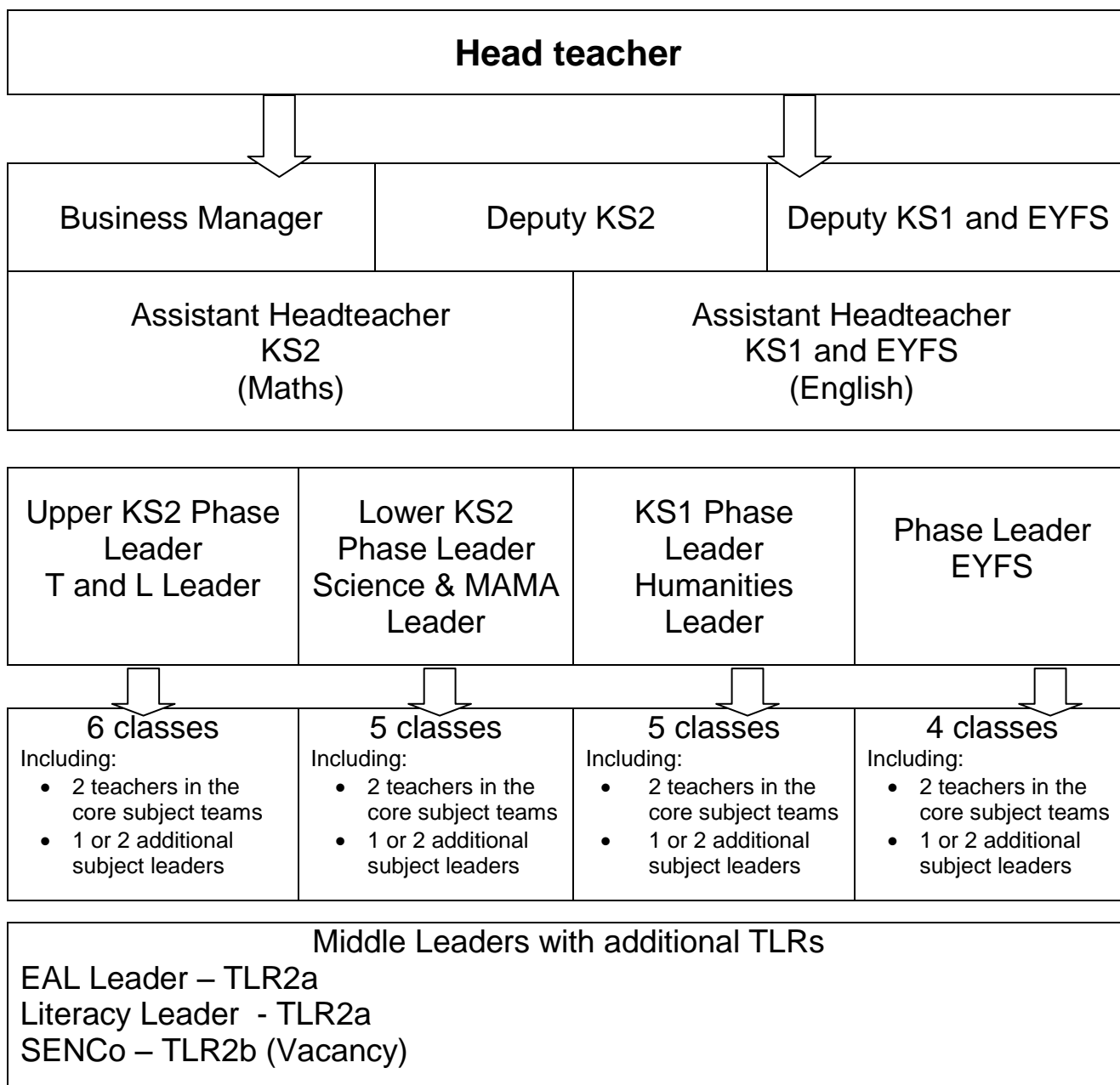
35.1 Staff can appeal against a pay decision if it is for one of the following reasons:

36. APPEAL AGAINST WITHHOLDING OF AN INCREMENT

36.1 Staff may appeal the performance rating if it results in their annual increment being withheld. Advice from the schools HR provider will be sought if the jobholder disagrees with the overall rating given for their PDCS or if their performance rating results in their annual increment being withheld.

Appendix 1

**Grange Primary School
Leadership structure
September 2014**



The Inclusion Team			
EAL Senior HLTA		Inclusion Senior HLTA	
Senior TAs	Learning Support Assistants	Learning Support Assistants for pupils with EHC plans	HLTAs

The Business Team			
School Business Manager			
Senior Finance Manager		Premises Manager	
		Assistant Caretaker	
ICT Manager		Cover Caretaker	
Support to SLT	Data, Attendance, Behaviour and Admissions	Cleaning staff ~ contracted to school	
Receptionist	Receptionist		

Lunchtime Staff Supervisor	
Lunchtime Staff	

TLRs 2016-17

TLR	Minimum	Maximum
1	£7,622	£12,898
2	£ 2,640	£6,450
3	£523	£2,603

Appendix 2

Suggested Terms of Reference for the Pay Committee

Membership

Membership shall consist of at least three governors. The Headteacher will attend in an advisory capacity and will withdraw when his / her salary is under discussion.

Clerking

The Governing Body clerk will clerk this committee. In the event this is not possible, a cover governing body clerk will be requested. Only in rare circumstances will the clerk be a governor of the committee. It is not appropriate for a member of school staff to cover this meeting.

Quorum

Three Governors

Frequency and conduct of meetings

The Governing Body will appoint the Chair of the Committee at the beginning of the academic year.

- The Committee will meet when pay decisions have to be made and in line with the timeframe in the pay policy
- The agenda and all associated papers must be prepared and distributed at least seven days before the meeting.
- The draft minutes must be typed, approved by the committee chair and distributed to pay committee governors within 14 days of the meeting, and at least 7 days before the full governing body meeting.

Responsibilities

- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions.
- To oversee the annual pay review for each member of staff, including the leadership group, based on the criteria set out in the Pay Policy.
- On the basis of recommendations from the Headteacher, make the determination about all applications to the upper pay range.
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales.
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Governing Body.
- To recommend to the Governing Body the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews.
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Governing Body, as appropriate and at least annually.
- To establish a moderation panel for staff appraisal.
- To quality assure and moderate the processes for pay progression.
- To review annually trends in pay progression, including an analysis of progression across specific groups of staff.
- If appropriate, to work with the School's link advisor.
- Decisions about starting salary for members of staff (except the Headteacher) will be delegated to the Headteacher or selection panel as appropriate

- In the case of a new Headteacher appointment, the full Governing Body will determine the salary range, however the determination of the starting salary will be made by the selection panel under their delegated powers

Appendix 3

Sample Criteria for Recruitment & Retention Incentive & Benefits for teachers

Philosophy

We believe in the importance of having a school, which is a safe, secure and attractive place to work and where the staff feel valued, empowered and supported.

We believe that retaining, developing and motivating the school's workforce is a key to providing the best education for our pupils.

We believe in a consistent and equitable approach to the appointment of all staff.

The purpose of the allowance is for recruitment and retention, not for carrying out specific responsibilities or to supplement pay in other ways

Allowances

The governing body will pay recruitment awards to [] of [£ amount] for a maximum of [three] years in the following circumstances

Schools to insert reasons which could be

- ***Teachers in shortage subjects***
- ***Poor response to adverts as evidenced by the need to readvertise***

The governing body will pay retention awards to [] of [£ amount] for a maximum of [three] years. This may be extended.

The governing body will review the level of payment/benefits [annually].

The governing body will make clear at the outset the expected duration of the allowance and the review date after which it may be withdrawn.

A review of rates will be necessary if the governing body intends to increase the level of these awards in line with general increases to salaries, or in other circumstances which the governing body may determine.

The above will be kept under review and subject to change.

Appendix 4

Teacher Pay Progression based on Performance

Basis for judging performance

In this school judgements of performance will be made against:

- Objectives
- Teacher Standards
- Ongoing monitoring
- Pupil Progress (which will include an element of work scrutiny)

The rate of progression will be differentiated according to an individual teacher's performance. Teachers on the main pay range with an overall assessment of Level 1 will receive two increments and teachers on the main pay range with an overall assessment of Level 2 will receive one increment. Teachers on the upper pay range will receive one increment if the overall assessment in the preceding two years is Level 1.

The decision about whether a teacher progresses will be based solely on whether the stated criterion are met; there will be no 'quota' imposed for financial or other reasons.

Objectives will be graded on the basis of exceeded, met, partially met and not met. When assessing objectives, the reviewer will use their professional judgement taking account of circumstances and the aspirational nature of the objectives.

Teacher Standards will be graded on the basis of exceeded, met, partially met and not met. All eight teacher standards will be individually graded and score allocated to the grades with 3 points for exceeded, 2 points for met, 1 point for partially met and 0 points for not met. A total score for the teacher standards will be reached, with the maximum score being 24.

Ongoing monitoring including triangulation of evidence will be assessed on the basis of Ofsted criteria – inadequate, requires improvement, good and outstanding

Pupil Progress will be assessed on the basis of whether pupil progress has been in line with national standards.

Overall assessment

An overall assessment of performance will be made. All the criteria listed in each category must be met in order to achieve the overall grade.

Level 1	All objectives are met and $\frac{2}{3}$ of objectives exceeded A score of 20-24 on teacher standards At least $\frac{2}{3}$ of monitoring judgements are outstanding Pupil progress is in line with or exceeds national standards	2 increments
Level 2	All objectives are met A score of 16-24 on teacher standards At least $\frac{2}{3}$ of monitoring judgements are good Pupil progress is at least in line with national standards	1 increment
Level 3	At least one objective met and the others partially met A score of 8-24 on teacher standards No inadequate monitoring judgements Pupil progress in line with national standards	No progression
Level 4	Where the teacher has not met the criteria for any other overall assessment after receiving targeted support as part of informal capability	Capability

Unqualified Teachers

The same principles will apply to unqualified teachers, with the following alterations:

- **Pupil Progress** will only be taken into account in cases where the unqualified teacher has this responsibility
- Different overall scores on **Teacher Standards** will apply as follows:
- Level 1: 16-24
- Level 2: 12-24
- Level 3: 8-24
- Level 4: Less than 8

Newly Qualified Teachers

NQTs should receive incremental progression in line with the principles stated in this appendix. NQTs receive regular feedback during their induction year, and schools should determine how best to use this information. A guidance note 'Pay Progression: NQTs' has been produced and schools may wish to refer to this document as a basis for making the pay assessment.

**Appendix 5 OUTER LONDON AREA PAY REFERENCE POINTS
FOR LEADERSHIP GROUP - Sept 2016 -2017**

Grange Primary Pay Ranges for Group 4 school	<i>Leadership Group Pay Spine</i>	2015 £	Upated 2016 £
	L1	41,660	42,077
	L2	42,628	43,054
	L3	43,612	44,048
	L4	44,627	45,073
	L5	45,663	46,120
	L6	46,727	47,194
Assistant Head Teacher Pay Range	L7	47,906	48,385
	L8	48,939	49,428
	L9	50,083	50,584
	L10	51,293	51,806
	L11	52,540	53,065
	L12	53,686	54,223
	L13	54,953	55,503
Deputy Head Teacher Pay Range	L14	56,238	56,800
	L15	57,562	58,138
	L16	59,014	59,604
	L17	60,301	60,904
	L18	61,743	62,360
	L19	63,198	63,830
	L20	64,687	65,334
Headteacher Pay Range	L21	66,213	66,875
	L22	67,776	68,454
	L23	69,379	70,073
	L24	71,025	71,735
	L25	72,714	73,441
	L26	74,437	75,181
	L27	75,450	76,205
	L28	78,021	78,801
	L29	79,875	80,674
	L30	81,787	82,605
	L31	83,738	84,575
	L32	85,737	86,594
	L33	87,797	88,675
	L34	89,890	90,789
	L35	92,046	92,966
	L36	94,246	95,188
	L37	96,518	97,483
	L38	98,829	99,817
	L39	101,161	102,173
	L40	103,613	104,649
	L41	106,125	107,186
	L42	108,701	109,788
	L43	110,243	111,346

**OUTER LONDON AREA PAY REFERENCE POINTS
FOR TEACHERS – Sept 2016**

Unqualified Teacher Pay Scale	2015 £	Uprated 2016 £
1	19,359	19,553
2	21,254	21,467
3	23,151	23,383
4	25,049	25,300
5	26,942	27,211
6	28,841	29,130

Main Pay Scale	2015 £	Uprated 2016 £
M1	25,880	26,139
M2	27,483	27,758
M3	29,184	29,476
M4	30,991	31,301
M5	33,619	33,955
M6	36,181	36,543
M7	36,540	Harrow Council max £36,906

Upper Pay Scale	2015 £	Uprated 2015 £
U1	38,739	39,127
U2	40,172	40,574
U3	41,660	42,077

London Borough of Harrow

Payscales - Effective from 1st April 2016

Grade	SCP	Salary
G1	4	£17,646

G2	6	£17,646
	7	£17,676
	8	£17,967

G3	9	£18,270
	10	£18,678
	11	£19,041
	12	£19,374

G4	13	£19,719
	14	£20,538
	15	£21,147
	16	£21,768

G5	17	£22,065
	18	£22,659
	19	£23,337
	20	£24,030

G6	21	£24,741
	22	£25,245
	23	£25,755
	24	£26,274

G7	25	£26,916
	26	£27,570
	27	£28,248
	28	£28,938

G8	29	£29,727
	30	£30,264
	31	£30,813
	32	£31,371

G9	33	£31,989
	34	£32,784
	35	£33,657
	36	£34,590

Grade	SCP	Salary
G10	37	£35,481
	38	£36,402
	39	£37,344
	40	£38,307
	41	£39,294

G11	42	£40,215
	43	£41,073
	44	£42,030
	45	£42,951

MG1	1	£43,365
	2	£44,907
	3	£46,329
	4	£47,811
	5	£49,608

MG2	1	£52,254
	2	£53,736
	3	£55,221
	4	£56,700
	5	£58,179

MG3	1	£55,218
	2	£56,907
	3	£58,554
	4	£60,291
	5	£61,992

MG4	1	£65,370
	2	£67,638
	3	£69,102
	4	£70,608
	5	£72,141

D1	1	£81,321
	2	£84,933
	3	£87,816
	4	£91,113
	5	£95,880