



Model Pay Policy for Maintained Schools in England September 2013

1.0 Statement of Intent

The prime statutory duty of governing bodies in England, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." The pay policy is intended to support that statutory duty.

The governing body of Devoran School will act with integrity, confidentiality, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

This policy is to be used in conjunction with the School's Performance Management Policy and, collectively, enables the governing body to recognise and reward good performance

The governing body recognises the absolute need to have a broad evidence base to ensure a clear and robust appraisal process.

2.0 Equalities Legislation

The governing body will comply with relevant equalities legislation:

Employment Relations Act 1999

Equality Act 2010

Employment Rights Act 1996

The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000

The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002

The Agency Workers Regulations 2010

The governing body will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

See 'governing body obligations' in relation to monitoring the impact of this policy.

3.0 Equalities and Performance Related Pay



The governing body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified and subjected to moderation to ensure a fair and consistent approach. Line managers responsible for conducting teacher appraisals will ensure the appraisal process is conducted diligently and in accordance with the School's Appraisal Policy. Adjustments will be made to take account of special circumstances, eg an absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual teacher's circumstances and the school's circumstances.

4.0 Job Descriptions

The head teacher will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the governing body. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process.

5.0 Access to Records

The headteacher will ensure reasonable access for individual members of staff to their own employment records.

6.0 Appraisal

The governing body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Assessment will be based on evidence from a range of sources (see the school's appraisal policy). Although the school will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Headteachers should gather any evidence that they deem is appropriate in relation to evaluating the achievement of performance objectives, the Teachers' Standards and any other criteria (ie application to be paid on Upper Pay Range) so that such evidence can be taken into account at the review. In the event of a disagreement on the level of achievement, an individual teacher may submit further evidence to the appraiser to support their view.

The Headteacher will moderate objectives to ensure consistency and fairness; the Headteacher will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness

7.0 Governing Body Obligations

The governing body will fulfil its obligations to:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (STPCD) 2012 and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').
- **Support staff:** the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) or any LA pay/grading system.

The governing body will consider any updated pay policy and assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that their pay decisions can be objectively justified.

The governing body will ensure that it makes funds available to support pay decisions, in accordance with this pay policy and the school's spending plan.

The governing body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates, ensuring the school's continued compliance with equalities legislation.

8.0 Head Teacher Obligations

The headteacher will:

- develop clear arrangements for linking performance management / appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- submit any updated appraisal and pay policies to the governing body for approval;
- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- submit pay recommendations to the governing body and ensure the governing body has sufficient information upon which to make pay decisions;
- ensure that teachers are informed about decisions reached; and that records are kept of recommendations and decisions made.

9.0 Teachers' Obligations

A teacher will:

- engage with appraisal; this includes working with their appraiser to ensure that there is a secure broad evidence base in order for an annual pay determination to be made;
- keep records of their objectives and review them throughout the appraisal process;
- share any evidence they consider relevant with their appraiser;
- request they have an annual review of their performance.

10.0 Differentials

Appropriate differentials will be created and maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

11.0 Discretionary Pay Awards

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

12.0 Safeguarding

Where a pay determination leads or may lead to the start of a period of safeguarding / pay protection, the governing body will comply with the relevant provisions of the STPCD and will give the required notification as soon as possible and no later than one month after the determination.

13.0 Procedures

The finance / personnel committee will formulate the annual pay policy and the pay budget to support this, taking into account paragraph 21.2(e) of the STPCD. This will be recommended to the governing body annually for approval and ratification. This process may include staff governors.

The governing body will delegate its pay powers to the specific powers to the pay committee, which will consist of no less than 3 governors, not including the Headteacher or staff governors. The Headteacher will recommend pay decisions to this committee for them to agree upon.

The pay committee will work with the Headteacher to agree specific pay recommendations on an annual basis. Any appeals will be heard by the pay appeals committee, to consist of at least 3 further governors, not including the Headteacher or staff governors.

Any person employed to work at the school, other than the head, must withdraw from a meeting at which the pay or appraisal of any other employee of the school, is under consideration. The head must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the governing body who is employed to work in the school shall be eligible for membership of this committee.

The pay committee will be attended by the head in an advisory capacity. Where the pay committee has invited either a representative of the LA or the external adviser to attend and offer advice on the determination of the head's pay, that person will withdraw at the same time as the head while the committee reaches its decision. Any member of the committee required to withdraw will do so.

The terms of reference for the pay committee will be determined from time to time by the governing body. The current terms of reference are:

- to achieve the aims of the whole school pay policy in a fair and equal manner;
- to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions (which are confidential to this committee);
- to prepare a summary report for presentation to the governing body on an annual basis;
- and report the fact of these decisions to the next meeting of the full governing body;

- to recommend to the governing body the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
- to keep abreast of relevant developments and to advise the governing body when the school's pay policy is revised annually;
- to work with the head in ensuring that the governing body complies with the Appraisal Regulations 2012 (teachers).

The report of the pay committee will be placed in the confidential section of the governing body's agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy.

14.0 Annual determination of pay

All teaching staff salaries, including those of the head, deputy head(s) and assistant head(s) will be reviewed annually to take effect from 1 September. The governing body will ensure the completion of teachers' annual pay reviews by 31 October and the head teacher's annual pay review by 31 December.

Governing bodies may undertake interim reviews if specific circumstances justify such reviews, for example if an objective agreed during the Appraisal process is expected to be completed during the annual cycle.

15.0 Notification of pay determination

Decisions will be communicated to each member of staff by the head in writing in accordance with paragraph 3.4 of the STPCD and will set out the reasons why decisions have been taken. Decisions on the pay of the head will be communicated by the pay committee, in writing, in accordance with paragraph 3.4 of the STPCD. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

16.0 Appeals procedure

The governing body has an appeals procedure (Appendix 1) in relation to pay in accordance with the provisions of paragraph 2.1(b).

17.0 Head Teacher Pay

17.1 Pay on appointment

For appointments on or after 1 September 2013, the governing body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the head teacher (Part 9) and in accordance with paragraphs 11 and 6.2(e) and paragraphs 11 to 26 of the section 3 guidance:

- the pay committee will review the school's head teacher group and the head's Individual School Range (ISR) in accordance with paragraphs 7, 8 and 10 (ordinary school), or paragraphs 7, 9 and 10 (special school);

- if the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set an ISR in accordance with the provisions of paragraphs 11.2.4 and 6.2(e).
- the pay committee will have regard to the provisions of paragraph 11.2.2 and will also take account of any other permanent payments, made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- the pay committee will exercise its discretion under paragraph 6.2(e) and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate.
- the pay committee will consider exercising its discretion to award a discretionary payment under 11.5(b) where the governing body consider the school would have difficulty recruiting to the vacant head teacher post;
- the pay committee will consider the need to award any further discretionary payments to a head teacher in line with paragraph 11.4.1 to 11.6.2;
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement. In such circumstances where discretion is exercised by the governing body with regard to the headteacher's pay, this will be formally discussed and agreed by the Governing Body and the rationale will be recorded in the minutes of the Governing Body meeting.

17.2 Serving head teachers

The governing body will determine the salary of a serving head teacher in accordance with paragraph 6 of the STPCD.

- the pay committee will review the head teacher's pay in accordance with paragraph 6.2(b) of the STPCD and award up to two performance points where there has been a sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the head teacher's most recent appraisal report.
- the pay committee may determine the head's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (paragraph 12 of section 3 guidance);
- if the pay committee makes a determination to change the ISR, it will determine the head's ISR within the group range for the school, in accordance with paragraph 11; and paragraphs 13 of the section 3 guidance. Under exceptional circumstances they may award an ISR outside of this range in line with STPCD guidance;
- if the head teacher takes on temporary accountability for one or more additional schools, the pay committee will consider awarding a discretionary payment under paragraphs 11.4.2 and 11.5(d).

- the pay committee will consider the use of discretionary payments, as per the provisions of paragraphs 11.4.1 to 11.6.2.
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement. In such circumstances where discretion is exercised by the governing body with regard to the headteacher's pay, this will be formally discussed and agreed by the Governing Body and the rationale will be recorded in the minutes of the Governing Body meeting.

18.0 Deputy/Assistant Head Teachers

18.1 Pay on appointment

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- the pay committee will determine a pay range in accordance with paragraph 11 of the STPCD, taking account of the role of the deputy/assistant head teacher set out at paragraph 55 of the STPCD;
- the pay committee will record its reasons for the determination of the deputy/assistant head pay range, in accordance with paragraph 29 of the section 3 guidance;
- the pay committee will exercise its discretion under paragraph 12.3 of the STPCD, and pay any of the bottom three points on deputy head pay range, in order to secure the appointment of its preferred candidate.
- the pay committee will exercise its discretion under paragraph 47 of the STPCD where there are recruitment issues.

18.2 Serving deputy/assistant head teachers

- the pay committee will review pay in accordance with paragraphs 12.1 or 12.2 and award up to two points where there has been sustained high quality of performance having regard to the results of the recent appraisal, and to any recommendation on pay progression recorded in the deputy/assistant head's most recent appraisal report;
- the pay committee will review and, if necessary, re-determine the deputy/assistant head pay range where there has been a significant change in the responsibilities of the serving deputy/assistant head teacher (paragraph 29 of section 3 guidance);
- the pay committee may determine the deputy head pay range at any time in accordance with paragraph 54 of the section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials;

18.3 Acting Allowances

Acting allowances are payable to teachers who are assigned and carry out the duties of head, deputy head or assistant head in accordance with paragraph 30 of the STPCD. The pay committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of head, deputy head, or assistant head, for a period of four weeks or more, will be paid at an appropriate point of the head's ISR, deputy head range or assistant head range, as determined by the pay committee. Payment will be backdated to the commencement of the duties.

19.0 Classroom Teachers

19.1 Pay on appointment

The governing body supports the principle of pay portability, meaning that any new employees will be paid at the level commensurate with their existing point on the main grade or UPS scale.

The governing body may use its discretion to award extra points for new employees to the profession who have significant experience in a similar field, working with children, or have industry experience relevant to the post. Any decision to this effect will be made by the pay committee.

The governing body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice. The Headteacher, with the agreement of the chair of governors, will have delegated powers to this effect. This may take account of:

- the requirements of the post;
- any specialist knowledge required for the post;
- the experience required to undertake the specific duties of the post;
- the wider school context.

19.2 Pay determinations for existing mainscale teachers, effective from 1 September 2013

The governing body will follow the provisions of the Document **2012** and award one full point on the mainscale pay range (paragraph 18.1.1), unless the teacher has been notified that their service has been of significant concern for the previous academic year. The pay committee will only exercise the discretion of withholding pay progression where a significant performance concern exists, despite the concern having been identified, raised with the member of staff and additional support having been provided during the year.

Where the teacher is subject to the Appraisal Regulations 2012, the pay committee will award one additional point provided the teacher's performance in the previous school year was excellent, having regard to the results of the most recent appraisal (paragraph 18.2.1 (c), the Document 2012).

Where the teacher is not subject to the Appraisal Regulations 2012 (eg: NQTs), the pay committee will award one additional point where the teacher's performance in the previous 12 months was excellent having regard to all aspects of his/her professional duties and the Teachers' Standards, but in particular classroom teaching, in accordance with paragraph 18.2.1(c) of the Document 2012.

19.3 Pay determinations for existing main pay range teachers, effective from 1 September 2014

The pay committee will use reference points. Therefore the pay scale for main pay range teachers in this school is: £21,804 - £ 32186

Point 1	£21804
Point 1a	£22665
Point 2	£23528
Point 2a	£24474
Point 3	£25420
Point 3a	£26397
Point 4	£27375
Point 4a	£28454
Point 5	£29532
Point 5a	£30700
Point 6	£32186

Threshold

Upper pay Spine 1	£34523
UPS 2	£35447
UPS 3	£37123

Includes the 1% uplift as from 1st September 2013.

To move up the main pay range, one annual point at a time, teachers will need to have made at least good progress towards their objectives and have shown that they are competent in all elements of the Teachers' Standards. Teaching should be at least 'good', as defined by Ofsted. Performance assessment judgements must be based on a broad evidence base, taking into account all aspects of the teacher's performance.

To be clear, individuals meeting all the requirements of the appraisal will progress by one full point, however, schools can award more than this for outstanding performance.

If the overall assessment of performance as per the appraisal targets, demonstrates that a teacher has shown exceptional performance, the pay committee, on the advice of the Headteacher, may award enhanced pay progression of an additional incremental point. In such cases, pupil progress will be judged to be better than similar learners nationally and teaching should be 'outstanding', as defined by Ofsted.

Judgments will be properly rooted on a broad evidence base. As a teacher moves up the main pay range, this broad evidence base should show:

- an increasing positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher, eg behaviour management or lesson planning
- an increasing contribution to the work of the school

- an increasing impact on the effectiveness of staff and colleagues

Decisions to progress a teacher to the Upper Pay Range will need to be based on a broad evidence base taking into account the teacher's level of performance, which must fully meet the Teacher Standards and include two consecutive successful performance management / appraisal reviews. Teacher's performance should be assessed against the expectations of a UPS teacher – please see Appendix 1 for guidance in this respect.

Further information, including sources of evidence is contained in the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions. Any increase (ie no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The pay committee will be able to justify its decisions.

20.0 Upper Pay Range teachers

20.1 Round 13 Applications

If a teacher reached M6 on 1 September 2012 and applies before the 31 October 2013, under Round 13, their applications will be assessed using the STPCD **2012** (paragraph 20), ie against the Teachers' Standards and the post-threshold standards, having regard to the most recent appraisal reviews.

20.2 Applications to be Paid on the Upper Pay Range

From 1 September 2013, any qualified teacher who is at the top of the main scale range, having completed a year at the M6 pay grade can apply to be paid on the Upper Pay Range. 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 UPR in that school(s). This school will not be bound by any pay decision made by another school.

All applications should include the results of appraisals for the 2 previous appraisal cycles (M5 & M6) under the Appraisal Regulations 2012, including any recommendation on pay. Where such information is not applicable or available, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be a broad evidence-based process only. Teachers therefore should ensure documentary evidence supporting the summary in the written application is available on request in the assessment of the application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application, from this school and other schools, in support of their application.

20.3 Process:

One application may be submitted annually. The closing date for applications is normally 31st October each year; however, exceptions will be made in particular circumstances, eg those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's application form;
- Submit the application form and supporting evidence to the head teacher by the cut-off date of 31st October.
- The Headteacher will assess each Threshold application within 20 school days will make a recommendation to the governors pay committee;
- The pay committee will make the final decision, advised by the head teacher;
- Teachers will receive written notification within 10 working days of the outcome of this decision. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below).
- If requested, oral feedback which will be provided by the Headteacher. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR on 1 September of the following year (ie: following successful completion of the M6 year).
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

20.4 Assessment:

The teacher will be required to meet the criteria set out in paragraph 17 of the STPCD, namely that:

- the teacher is highly competent in all elements of the Teacher Standards; and
- the teacher's achievements and contribution to the school are substantial and sustained.

This means:

"Highly competent": the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working.

"Substantial": the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a significant wider contribution to school improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.

"Sustained": the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (see exceptions in the introduction to this section). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

Further information, including information on sources of evidence is contained within the school's appraisal policy.

20.5 Pay determinations effective from 1 September 2013

In accordance with paragraphs 19.5 and 19.6 of the Document **2012** the pay committee will determine that one point be awarded to a teacher on the upper pay spine whose achievements and contribution to the school, throughout the relevant period have been substantial and sustained (paragraphs 19.5.1 and paragraphs 57 to 59 of the section 3 guidance, the STPCD **2012**).

In reaching its decision, the pay committee shall have regard to the results of the teacher's two most recent appraisal reports, including any pay recommendation, when exercising its discretion in accordance with the provisions of paragraph 19.5.1 of the STPCD **2012**.

20.6 Pay determinations effective from 1 September 2014

The pay committee will determine whether there should be any movement on the Upper Pay Range. In making such a determination, it will take into account:

- paragraph 21 and the criteria set out in paragraph 17.2 of the Document 2013;
- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in paragraph 17.2, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled, "Applications to be paid on the Upper Pay Range".

Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. Performance assessment judgements must be based on a broad evidence base, taking into account all aspects of the teacher's performance and should be assessed against the expectations of a UPS teacher – please see Appendix 2 for guidance in this respect. The pay committee will be able to objectively justify its decisions.

Where it is clear that the evidence shows the teacher has made good progress, ie they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have made good progress towards their objectives, the teacher will move to £35823 on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. Teaching should be 'outstanding' as defined by Ofsted.

Further information, including sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the Headteacher in making all such decisions.

Further useful information is available from the NASUWT/NUT document which is appended to this document.

21.0 Leading Practitioner Posts

The governing body will take account of paragraph 56 of the Document when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching schools within school [and within the wider school community] which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues, particularly in relation to specific areas of pedagogy and practice

21.1 Pay on appointment

The pay committee will determine a pay range of £37836 - £57250 pa for each leading practitioner post in accordance with paragraph 18 of the Document; and paragraphs 44 to 47 of the section 3 guidance.

21.2 Pay determinations with effect from 1 September 2014

The head teacher will agree appraisal objectives for the leading practitioner.

The pay committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay, in accordance with paragraph 21 of the STPCD.

The pay committee will take account of other evidence. The evidence should show the leading practitioner:

- has made at least good progress towards their objectives;
- is an exemplar of teaching skills, which should impact significantly on pupil progress, within school and within the wider school community, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent", "substantial" are defined in the section entitled, "Applications to be paid on the Upper Pay Range".

The pay committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The pay committee will be able to objectively justify its decision.

Where it is clear from the evidence that the teacher's performance is exceptional, the pay committee may award enhanced pay progression.

Further information, including sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the Headteacher in making all such decisions.

22.0 Unqualified Teachers

22.1 Pay on appointment

The pay committee will pay any unqualified teacher in accordance with paragraph 19 of the STPCD. The pay committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 28.

22.2 Pay determinations effective from 1 September 2013

The governing body will follow the provisions of the STPCD 2012 and award a point on the unqualified teacher scale (paragraph 35), unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The pay committee will normally exercise this discretion only in the context of a formal appraisal procedure where support and adequate time has been offered to assist the teacher to address the concerns. The pay committee will restore the withheld point at the conclusion of the capability procedure where satisfactory performance has been achieved.

Where the teacher is subject to the Appraisal Regulations 2012, the pay committee will award one additional point where the teacher's performance in the previous 12 months was excellent having regard to the results of the most recent appraisal.

Where the teacher is not subject to the Appraisal Regulations 2012, the pay committee will award one additional point where the teacher's performance in the previous school year was excellent, having regard to all aspects of the teacher's professional duties, in particular, classroom teaching.

22.3 Pay determinations effective from 1 September 2014

In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives.

If the evidence shows that a teacher has exceptional performance, the governing body may award enhanced pay progression.

Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:

- an improvement in teaching skills
- an increasing positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

Information on sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to objectively justify its decisions.

23.0 Teaching and Learning Responsibility Payments

The pay committee may award a TLR to a classroom teacher in accordance with paragraph 23 - 25 of the STPCD and paragraphs 31 to 37 of the section 3 guidance. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out at paragraph 23 - 25.

The pay committee may award a TLR3 of between £505 to £2525 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in paragraph 25.1. The Headteacher on behalf of governors, will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No pay protection will apply in relation to an award of a TLR3.

24.0 Special Needs Allowance

The pay committee will award an SEN spot value allowance on a range of between £2022 and £3994 to any classroom teacher who meets the criteria as set out in paragraph 27 of the Document.

When deciding on the amount of the allowance to be paid, the governing body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post (for example, the School's SEN Co-ordinator is required to hold QTS, to have completed the Induction Period and to have undertaken the National Award for SEN Coordination), the qualifications or expertise of the teacher relevant to the post, such as autism; and the relative demands of the post (paragraph 27.3 of the Document). The governing body will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The governing body will take account of paragraphs 38 to 43 of the section 3 guidance.

25.0 Support Staff

The pay committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The pay committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA, which the pay committee consider appropriate for the post. In reaching its determination, the pay committee will consider the advice of the LA, but will not consider itself bound by that advice. The appeals process is set out in the appendix to this policy.

26.0 Part-Time Employees

Teachers: The governing body will apply the provisions of the Document in relation to part-time teachers' pay and working time, in accordance with paragraph 43 and 58, and paragraphs 57-66 and 83-91 of the section 3 guidance.

All staff: The head and governing body will use its best ensures to ensure that all part-time employees are treated no less favourably than a full-time comparator.

27.0 Teachers Employed On A Short Notice Basis

Such teachers will be paid in accordance with paragraph 44 of the Document.

28.0 Residential Duties

The pay committee will take account of agreements reached in the National Joint Council for Teachers in Residential Establishments in determining payments for residential duties.

29.0 Additional Payments

In accordance with paragraph 46 of the Document and paragraphs 67-77 of the section 3 guidance, the relevant body may make payments as they see fit to a teacher, including a head teacher 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 head teacher or, in the case of the head teacher, between the head teacher and the relevant body;
- d) additional responsibilities and activities due to, or in respect of, the provisions of services by the head teacher relating to the raising of educational standards to one or more additional schools.

The pay committee may make additional payments to teachers in accordance with the provisions of paragraph 46 of the Document where advised by the head.

Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

30.0 Recruitment And Retention Incentive Benefits

The governing body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 47 of the Document and paragraphs 78 -81 of the section 3 guidance).

The pay committee will consider exercising its powers under paragraph 47 of the STPCD where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

The governing body will, nevertheless, conduct an annual formal review of all such awards.

In relation to the Headteacher, any 'additional payments' under this section will form part of the 25% limit on the use of all discretions, unless the governing body choose to use the 'wholly exceptional circumstances' discretion. The governing body will not award a recruitment or retention payment under paragraph 47 if they have already made an award under paragraph 11.5(c) or have taken such reason (recruitment or retention) into account when determining the ISR under an earlier Document (paragraph 11.4.1 of the Document).

31.0 Salary Sacrifice Arrangements

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement and his gross salary shall be reduced accordingly, in accordance with the provisions of paragraph 49 of the Document.

Appendix 1

1.0 Model Appeals Procedure

The School Teachers' Pay and Conditions Document (STPCD) requires schools and local authorities to have a pay policy in place that sets out the basis on which teachers' pay is determined and the procedures for handling appeals.

The Headteacher will ensure that appraisal objectives are fair and appropriately challenging and, in view of the size of the school, will delegate responsibility for performance review appropriately. The Headteacher alone will make pay recommendations to the pay committee, for all teaching staff (and clearly these decisions will be supported with advice given by performance reviewers).

At the end of the appraisal cycle, prior to the point of pay recommendation to the pay committee, if there remains an issue regarding whether a pay increment may not be recommended to a member of staff, this will be discussed with them at a review meeting prior to being submitted to the school's pay committee. Written details of and the reasons for the pay recommendation will be given to the teacher.

At this particular stage of the pay determination process, if the teacher wishes to better understand the rationale for the pay recommendation or bring any further evidence to the attention of the Headteacher, they should be given the opportunity to do so before the final pay recommendation is drafted in the Review Statement. The nature of any subsequent appraisal and pay discussion will be informal and therefore representation (on either side) is not necessary nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted or it may remain the same; the Review Statement will be updated to reflect the discussion.

If a teacher believes that the final pay recommendation falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

2.0 Appeal Hearing Procedure

It is the intention that the Appeals Procedure will be dealt with promptly, thoroughly and impartially.

3.0 Guidance

- When a teacher feels that a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider.
- Teachers / Head Teachers should put their appeal in writing to either the Head Teacher or the Governing Body; their appeal should include sufficient details of its basis.
- Appeals should be heard without unreasonable delay and at an agreed date, time and place.
- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or a trade union representative.

4.0 Appeal Procedure Steps: Informal Stage

As part of the pay determination process, the Headteacher will make a recommendation to the pay committee supported by relevant assessment evidence. On determining a teacher's pay, the pay committee will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to the pay committee.

If the teacher wishes to appeal the decision, they must do so in writing to the pay committee, normally with 10 school working days or within a mutually agreed alternative timescale. The appeal must include a statement, in sufficient detail, of the grounds of the appeal. In the event that an initial appeal is raised, the pay committee must then arrange to meet the teacher to discuss the appeal. The Headteacher should also be invited to the meeting to clarify the basis for the original recommendation.

The pay committee will reconsider the decision in private and write to the teacher to notify them of the outcome of the review and of the teacher's right of appeal to the Governing Body. If the teacher wishes to exercise their right of appeal, they must write to the Clerk of the Governing Body at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Formal Stage of the Appeal Procedure.

5.0 Appeal Procedure Steps: Formal Stage

On receipt of the written appeal, the Clerk to the Governing Body will establish an Appeal Committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both "the recommendation provider" and "the decision maker" will be required to attend the meeting.

The Chair of the Appeal Committee will invite the employee to set out their case. Both "the recommendation maker" and "the decision maker" will also be asked to take the committee through the procedures that were observed in their part of the pay policy determination process.

Following the conclusion of representations by all relevant parties, the Appeal Committee will then consider all the evidence in private and reach a decision. The Appeal Committee will write to the teacher notifying them of their decision and the reasons for it. Other attendees at the meeting will also be notified of the decision. The decision of the Appeal Committee is final.

6.0 The Modified Procedure

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the teacher has left the employment of the school.

Where a teacher has, whilst employed at the school, lodged an appeal against a pay decision but has then subsequently left the school's employment before any appeal hearing is held, the following steps will be observed:

1. The teacher must have set out details of their appeal in writing;
2. The teacher must have sent a copy of their appeal to the Chair of the Governing Body;
3. The Chair of the Governing Body will consult with relevant school personnel and provide the teacher with an appropriate written response on behalf of the school.

APPENDIX FOUR – NASUWT/NUT MODEL SCHOOL PAY POLICY

Appendix 2

UPPER PAY RANGE PROGRESSION CRITERIA

(1) Professional attributes

1.1 Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

(2) Professional knowledge and understanding

2.1 Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.

2.2 Have an extensive knowledge and well informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.

2.3 Have up to date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.

2.4 Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.

2.5 Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

(3) Professional skills

3.1 Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.

3.2 Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.

3.3 Promote collaboration and work effectively as a team member.

3.4 Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback