



**Normand Croft**  
**Community School**

## **School Pay Policy 2018-19**

### **1. STATEMENT OF INTENT**

- a. The prime statutory duty of governing bodies in England, is to “...conduct the school with a view to promoting high standards of educational achievement at the school.”
- b. The Governing Body aims to:
  - Maximise the quality of teaching and learning at the school
  - Support the recruitment and retention of a high quality teacher workforce
  - Enable the school to recognise and reward teachers appropriately for their contribution to the school
  - Help to ensure that decisions on pay are managed in a fair, just and transparent way
- c. The Governing Body of Normand Croft Community 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.
- d. This pay policy is intended to support the school’s statutory duties and the principles set out above. The Governing Body will review this policy annually.

### **2. EQUALITIES LEGISLATION**

- a. The Governing Body will comply with relevant equalities legislation:
  - i. Employment Relations Act 1999

- ii. Equality Act 2010
  - iii. Employment Rights Act 1996
  - iv. The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
  - v. The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
  - vi. The Agency Workers Regulations 2010
- b. 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.

### **3. EQUALITIES AND PERFORMANCE RELATED PAY**

- a. The Governing Body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g. 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. STAFFING STRUCTURE AND JOB DESCRIPTIONS**

- a. The staffing structure of the school is attached (**Annex 1**).
- b. 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. ACCESS TO RECORDS**

- a. The Head Teacher will ensure reasonable access for individual members of staff to their own employment records.

### **6. APPRAISAL**

- a. 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. Teachers should also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (e.g. application to be paid on the Upper Pay Range) so that such evidence can be taken into account at the review.

- b. The Head Teacher will moderate objectives to ensure consistency and fairness; the Head Teacher will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness.

## **7. GOVERNING BODY OBLIGATIONS**

- a. The Governing Body will fulfil its obligations to:
  - i. **Teachers:** as set out in the School Teachers' Pay and Conditions Document (the Document) and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').
  - ii. **Support staff:** as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the "Green Book") and any local terms and conditions of employment.
- b. The Governing Body will need to 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.
- c. The Governing Body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers and support staff may progress at different rates, ensuring the school's continued compliance with equalities' legislation.

## **8. HEAD TEACHER OBLIGATIONS**

- a. The Head Teacher will:
  - i. develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
  - ii. submit any updated appraisal and pay policies to the Governing Body for approval;
  - iii. ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;

- iv. ensure that annual appraisals are held for each member of staff and that each member of staff has a formal mid-year review and regular one-to-ones with their line manager during the academic year;
- v. submit pay recommendations to the Governing Body and ensure the Governing Body has sufficient information upon which to make pay decisions. Such information must be suitably anonymized for each member of the teaching staff and comprise of – as a minimum – the judgements (e.g. outstanding, good, requires improvement, inadequate) of all formal lesson observations undertaken during the academic year, and appraisal outcomes (e.g. met, partially met, not met) of the performance targets set;
- vi. ensure that all members of staff are informed about decisions reached; and that records are kept of recommendations and decisions made.

## **9. OBLIGATIONS OF STAFF**

- a. Each member of staff will:
  - i. engage with appraisal; this includes working with their appraiser to ensure that there is a secure evidence base in order for an annual pay determination to be made;
  - ii. keep records of their objectives and review them throughout the appraisal process any evidence they consider relevant with their appraiser.
  - iii. Share any evidence they consider relevant with the appraiser.

## **10. DIFFERENTIALS**

- a. 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. DISCRETIONARY PAY AWARDS**

- a. 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. SAFEGUARDING**

- a. Where a pay determination relating to a teacher leads or may lead to the start of a period of safeguarding, the Governing Body will comply with the relevant provisions of the Document and will give the required notification as soon as possible and no later than one month after the determination.

- b. Similarly, pay protection arrangements for support staff will be determined if appropriate, depending on the circumstances.

### **13. PROCEDURES**

- a. The Governing Body has delegated its pay powers to the Pay Committee. 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.
- b. No member of the Governing Body who is employed to work in the school shall be eligible for membership of this committee.
- c. 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.
- d. 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:
  - i. to achieve the aims of the whole school pay policy in a fair and equal manner;
  - ii. to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review;
  - iii. to observe all statutory and contractual obligations;
  - iv. to record the reasons for all decisions and report the fact of these decisions to the next meeting of the full Governing Body;
  - v. to work with the Head in ensuring that the Governing Body complies with the Appraisal Regulations 2012 (teachers).
- e. The Chair of the Pay Committee will provide an oral report on the outcome of the committee's deliberations to the Governing Body in the confidential section of the Governing Body's agenda.

**f. Annual determination of pay**

- i.* All teaching staff salaries, including those of the Head and Deputy Head will be reviewed annually to take effect from 1 September. The Governing Body will endeavour to complete teachers' annual pay reviews by 31 October and the Head Teacher's annual pay review by 31 December. They will, however, complete the process without undue delay.
- ii.* Support staff salaries will also be reviewed annually.

**g. Notification of pay determination**

- i.* Decisions will be communicated to each teacher by the Head in writing 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. 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.
- ii.* Decisions relating to the annual review of support staff salaries will also be communicated in writing.

**h. Appeals procedure**

- i.* The Governing Body has an appeals procedure in relation to teachers' pay and support staff. The procedure is set out in **Annex 2** to this pay policy.

**14. HEAD TEACHER PAY**

- a. Pay on appointment:** For appointments on or after 1 September 2018, 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:
  - i.* the Pay Committee will first establish the school's Head Teacher group in and will then establish a pay range for the Head Teacher post;
  - ii.* if the Head Teacher takes on permanent accountability for one or more additional schools, the Pay Committee will set a pay range by combining the unit score of all the schools for which the Head Teacher is responsible
  - iii.* the Pay Committee will also ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
  - iv.* the Pay Committee will consider exercising its discretion to implement a Head Teacher pay range above the maximum of the Head Teacher group where the Governing Body consider that circumstances specific to the role or candidate warrant a higher than normal payment;
  - v.* the Pay Committee will consider the need to award any further temporary discretionary payments to a Head Teacher. The total sum of temporary

payments made in any school year must not exceed 25% of the Head Teacher's annual salary.

**b. Annual Pay determination:**

- i.* The Pay Committee will review the Head Teacher's pay annually.
- ii.* A recommendation on pay must be made in writing as part of the individual's appraisal report.
- iii.* The Pay Committee may award one or more points on the Head Teacher's pay range (subject to the maximum of the range not being exceeded) on the basis of an assessment of:
  1. The outcome of the Head Teacher's appraisal against defined annual objectives relating to school leadership and management and pupil progress;
  2. Whether the Head Teacher has demonstrated a sustained high quality of performance; and
  3. Whether the Head continue to meet the relevant teacher standards and other relevant standards.
- iv.* The total sum of salary and other payments made to the Head Teacher must not exceed 25% above the maximum of the Head Teacher group.
- v.* The Pay Committee may determine the Head Teacher's pay range at any time, if it considers it necessary to reflect a significant change in the responsibilities of the post.

## **15. DEPUTY / ASSISTANT HEAD TEACHERS**

- a. Pay on appointment:** For appointments on or after 1 September 2018, the Governing Body will determine the pay range to be advertised and agree pay on appointment as follows:
- i.* the Pay Committee will determine a pay range in accordance with the Document, taking account of the professional responsibilities of the deputy and assistant Head Teacher;
  - ii.* the Pay Committee will ensure that the maximum of the deputy and assistant Head Teacher's pay range must not exceed the maximum of the Head Teacher group for the school 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.
  - iii.* The relevant body may determine the pay range for the deputy and assistant Head Teacher at any time if it considers it necessary to reflect a significant change in the responsibilities of the post.

**b. Annual Pay Determination**

- i.* The Pay Committee will review the pay of the deputy and assistant head teacher annually.
- ii.* A recommendation on pay must be made in writing as part of the individual's appraisal report.
- iii.* The Pay Committee may award one or more reference points on the Deputy and Assistant Head Teacher pay range (subject to the maximum of the range not being exceeded) on the basis of an assessment of:
  1. the outcome of the Deputy and Assistant Head Teacher's appraisal against defined annual objectives relating to school leadership and management and pupil progress;
  2. whether the Deputy and Assistant Head Teacher has demonstrated a sustained high quality of performance; and
  3. whether the Deputy and Assistant Head continues to meet the relevant teachers' standards and other relevant professional standards.

**16. ACTING ALLOWANCES**

- a. Acting allowances may be payable to teachers who are assigned and carry out the duties of Head, Deputy and Assistant Head.
- b. The Pay Committee will, within a four week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance.
- c. In the event of a planned and prolonged absence, an acting allowance will be considered in advance and, if agreed, will be paid from the first day of absence.

**17. REVIEW OF THE PAY OF LEADERSHIP POSTS**

- a. The Governing Body may choose to exercise its discretion to review the pay of all of the school's leadership group posts if they determine that this is required to maintain consistency with pay arrangements for new appointments to the leadership group.

**18. SAFEGUARDING**

- a. The Document set out the circumstances under which teachers are entitled to up to 3 years' salary safeguarding where they would otherwise suffer a reduction in

salary following a school reorganisation or a change in the terms of an individual's employment.

## **19. NEWLY QUALIFIED TEACHERS**

- a. Newly qualified teachers placed on the minimum point of the main pay range on their first appointment will, following the successful completion of their induction year, be awarded the next reference point on the main pay range (as established in accordance with the school's pay policy) on the subsequent 01 September.
- b. Thereafter, progression on the main pay range will be determined as for other classroom teachers

## **20. CLASSROOM TEACHERS**

### **a. Pay on appointment**

- i. In determining the starting salary for a newly appointed classroom teacher post on the main range or upper pay range, the school will have regard to:
  1. the requirements of the post;
  2. any specialist knowledge required for the post;
  3. the experience required to undertake the specific duties of the post;
  4. the wider school context.
- ii. The Governing Body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice.

### **b. Pay determinations for existing main pay range teachers, effective from 01 September 2018**

- i. The Pay Committee has determined local points between the statutory minimum and maximum points of the main pay range as follows:

#### **TEACHER**

£29,664 (M1)  
£31,211 (M2)  
£32,837 (M3)

#### **ACCOMPLISHED TEACHER**

M4	£34,548
M5	£37,206
M6	£40,372

*Note: The Governing Body has agreed to continue to use the published reference points between the statutory minimum and maximum*

- ii. Appraisal objectives will become more challenging as the teacher progresses up the main pay range.
- iii. To move up the main pay range, teachers will need to have met their objectives and have shown that they are competent in all elements of the Teachers' Standards.
- iv. Teaching must be 'good', as defined by Ofsted.
- v. If the evidence shows that a teacher has exceptional performance, the Governing Body will consider the use of its flexibilities to award enhanced pay progression, up to the maximum (M6) of the main pay range. Teaching should be 'outstanding', as defined by Ofsted.
- vi. Judgments will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show:
  - 1. an increasing positive impact on pupil progress
  - 2. an increasing impact on wider outcomes for pupils
  - 3. improvements in specific elements of practice identified to the teacher, e.g. behaviour management or lesson planning
  - 4. an increasing contribution to the work of the school
  - 5. an increasing impact on the effectiveness of staff and colleagues

## **21. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE**

- a. Any qualified teacher 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.
- b. All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, in this school, including any recommendation on pay. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.
- c. In order for the assessment to be robust and transparent, it will be an evidencebased process only. Teachers therefore should ensure that they build a mainly paper evidence base to support their application.
- d. 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 in support of their application.

e. **Process:**

- i. One application may be submitted annually. The closing date for applications is normally **31 October** each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave.
- ii. The process for applications is:
  1. Inform the Head Teacher of an intention to apply;
  2. Submit the application and supporting evidence to the Head Teacher by the cut-off date of **31 October**;
  3. You will receive notification of the name of the assessor of your application within 5 working days – in most cases this will be the Head Teacher;
  4. The assessor will assess the application, which will include a recommendation to the Pay Committee of the relevant body;
  5. The Pay Committee will make the final decision, advised by the Head Teacher;
  6. Teachers will receive written notification of the outcome of their application within ten school working days of the assessment. 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);
  7. If requested, oral feedback will be provided by the assessor. 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;
  8. Successful applicants will move to the minimum of the UPR backdated to 1 September of the year of application;
  9. Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

iii. **Assessment:**

The teacher will be required to meet the following criteria, namely that:

1. **the teacher is highly competent in all elements of the relevant standards; and**
2. **the teacher's achievements and contribution to the school are substantial and sustained.**

In this school, this means:

**highly competent:** *the teacher's performance is assessed as having excellent depth and breadth of knowledge and skill in meeting 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 met their objectives during this period (see exceptions, e.g. maternity/sick leave, 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.*

## **22. UPPER PAY RANGE or 'EXPERT TEACHER' RANGE**

### **a. Pay determinations effective from 01 September 2017**

#### **EXPERT TEACHER**

Min UP1	£44,488
Mid UP2	£46,676
Max UP3	£48,244

- i. 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:
1. the evidence base, which should show that the teacher has had a successful appraisal or successful appraisals, as appropriate, and has met objectives
  2. evidence 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".
  3. Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have met their objectives, the Pay Committee may recommend that the teacher should move to reference point UP2 £45,760 on

the Upper Pay Range; or if already on the mid-point, to UP3 £47,298.

4. 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 may use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. Teaching should be 'outstanding' as defined by Ofsted.

## **23. LEADING PRACTITIONER ROLES**

- a. Leading practitioners have the primary purpose of modelling and leading improvement of teaching skills.
- b. In this context, specific duties will be set out in the job description of the leading practitioner and will include:
  - i. a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
  - ii. the improvement of teaching skills within school and (at times) within the wider school community which impact significantly on pupil progress;
  - iii. improving the effectiveness of staff and colleagues, particularly in relation to specific areas, such as teaching pedagogy and practice.
- c. **Pay on appointment**
  - i. For any such post, the Pay Committee shall determine an individual pay range within the leading practitioner pay range (L1 £47,751 – L18 £68,652).
  - ii. The Pay Committee may determine that different posts in the school may be paid on different individual pay ranges within the leading practitioner pay range. The relevant body must ensure that there is appropriate scope within each individual pay range to allow for performance related progress over time. The relevant body shall determine where, within the leading practitioner range for that particular post, each teacher covered by this paragraph shall be paid.
- d. **Pay determinations with effect from 01 September 2018**
  - i. The Head Teacher will agree appraisal objectives for the leading practitioner.
  - ii. 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.

- iii. The Pay Committee will take account of other evidence. The evidence should show the leading practitioner:
  - 1. has met their objectives;
  - 2. is an exemplar of teaching skills, which should impact significantly on pupil progress, within school and within the wider school community, if relevant;
  - 3. 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;
  - 4. is highly competent in all aspects of the Teachers' Standards;
  - 5. has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent" and "substantial" are defined in the section entitled, "Applications to be paid on the Upper Pay Range".
- iv. Where it is clear from the evidence that the teacher's performance is exceptional, the Pay Committee may decide to award enhanced pay progression of up to one additional reference point.

## **24. UNQUALIFIED TEACHER**

### **a. Pay on appointment**

- i. The Pay Committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualification or experience s/he might have which they consider to be of value.
- ii. The Pay Committee will consider whether it wishes to pay an additional allowance to recognize that the teacher has taken on a sustained additional responsibility which is focused on teaching and learning and required the exercise of the teacher's professional skills and judgement or has qualification or experience which brings added value to the role being undertaken.

### **b. Pay determinations effective from 01 September 2018**

- i. The Pay Committee has determined local points between the statutory minimum and maximum points of the main pay range as follows:

Minimum	£21,641
Reference point 1	£23,642
Reference point 2	£25,644
Reference point 3	£27,644
Reference point 4	£29,644
Maximum	£31,644

- ii. In order to be eligible for progression up the unqualified teacher range, unqualified teachers will need to show that they have met their objectives.

If the evidence shows that a teacher has exceptional performance, the Pay Committee may award enhanced pay progression of up to one additional point.

- iii. Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:
  1. an improvement in teaching skills
  2. an increasing positive impact on pupil progress
  3. an increasing impact on wider outcomes for pupils
  4. improvements in specific elements of practice identified to the teacher
  5. an increasing contribution to the work of the school
  6. an increasing impact on the effectiveness of staff and colleagues

## **25. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS**

- a. The Pay Committee may award a TLR to a classroom teacher for undertaking a sustained additional responsibility, for the purpose of ensuring the continued delivery of high quality teaching and learning and for which the teacher is made accountable.

The TLR 2 award will be for clearly defined and sustained additional responsibility in the context of the school's 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 the TLR2 is awarded.

- b. The Pay Committee has determined that values for TLR2, effective from 01 September 2018, will be:

TLR2a	£2,721
TLR2b	£4,529
TLR2c	£6,646

The school does not make use of TLR1.

- c. The Pay Committee may award a TLR3 of between £540.00 to £2,683 for clearly time-limited school improvement projects or one-off externally driven responsibilities. The Governing Body 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 safeguarding will apply in relation to an award of a TLR3.

- i. A TLR3 will not be awarded for longer than one academic year or three consecutive terms.
- ii. In this school the following TLR3 values will be used:

<i>TLR3a</i>	<i>£540</i>
<i>TLR3b</i>	<i>£1,073</i>
<i>TLR3c</i>	<i>£1,609</i>
<i>TLR3d</i>	<i>£2,683</i>

## **26. SPECIAL NEEDS ALLOWANCE**

- a. The Pay Committee will award an SEN spot value allowance on a range of between Min £2,149 and Max £4,242 to any classroom teacher who meets the criteria as set out in the Document.
- b. 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, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.
- c. 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.
- d. Based on the principles set out above, the Pay Committee has determined that, from 1 September 2018, SEN allowances will be:

*Min* £2,149  
*Max* £4,242

## **27. SUPPORT STAFF**

- a. The Pay Committee notes its powers to determine the pay of support staff in accordance with the School Staffing (England) Regulations 2009. Insofar as is permitted under regulation 4 of the above regulations, the Governing Body delegates to the Head Teacher all of the functions conferred upon it by these regulations.
- b. The Head Teacher will determine the appropriate pay grade of a member of the support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA.

- c. On appointment the individual will normally be appointed to the minimum of the appropriate scale. Where the school regards any previous experience as particularly relevant to their role in the new post, additional points may be awarded.

**d. Annual salary progression**

- i.* Members of the support staff team will receive an annual salary increment until they reach the top of their pay range. If a support staff member has exceptional performance, the Governing Body may award enhanced pay progression.

**e. Acting allowance**

- i.* Where a member of the support staff team covers the full duties of a higher graded role on a temporary basis, for example to cover a vacancy or in the absence of the substantive post holder (other than to cover for annual leave), for a period of at least 4 weeks, they may be paid an acting allowance equivalent to the grade of the post they are covering.
- ii.* Acting arrangements are time limited and will be subject to regular review.
- iii.* Where an employee is undertaking partial duties of a higher graded role, a special honorarium/ex gratia payment may instead be considered.

**f. Premium payments**

- i.* In some circumstances voluntary overtime may be offered to staff to cover specific duties.
- ii.* In all cases, voluntary overtime must be agreed in advance of any work undertaken.
- iii.* The rate of pay for voluntary overtime will be in accordance with local terms and conditions of employment, depending on the grade of the post.

**28. PART-TIME EMPLOYEES**

- a. **Teachers:** 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.
- b. **All staff:** The Head and Governing Body will use its best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator.

## **29. SHORT NOTICE/SUPPLY TEACHERS**

- a. 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.

## **30. ADDITIONAL PAYMENTS**

- a. The Governing Body may make payments as they see fit to a teacher, including a Head Teacher, in respect of:
  - i.* continuing professional development undertaken outside the school day;
  - ii.* activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
  - iii.* 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;
  - iv.* 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.

### **b. Continuing professional development**

- i.* A payment may be made to a teacher (including the Head Teacher) for voluntary CPD which the teacher has undertaken outside of the school day. The Governing Body has the discretion to decide which activities would be eligible for such a payment and the minimum number of hours that must be undertaken before a payment is considered.
- ii.* Payment will be calculated on a daily basis at 1/195<sup>th</sup> of the teacher's actual salary

### **c. Participation in out of school hours learning activity:**

- i.* Teachers, including the Head Teacher, who agree to provide learning activities outside of normal school hours and whose salary range does not take account of such activity will be entitled to a payment calculated on a daily basis at 1/195<sup>th</sup> of the teacher's actual salary
- ii.* Examples of out of school learning activities include:
  - 1. breakfast clubs
  - 2. homework clubs

3. summer schools
  4. study support groups
  5. activities for gifted and talented children
  6. activities to improve literacy
  7. sporting activities; and other outdoor activities or clubs linked to the curricular, arts and hobby interest areas.
- iii.* In order to ensure effective work life balance and also value for money in the delivery of the services provided the Governing Body should consider carefully who is best placed to undertake these activities. It may not necessarily be a teacher. Activities should be offered to staff following a fair and transparent process.

**d. Additional responsibilities and activities relating to the raising of educational standards**

- i.* Teachers may occasionally provide services to other schools, for example as a consultant leader, school improvement partner, local leader of education or national leader of education. When such arrangements have been entered into, the Governing Body will determine how much, if any additional payment will be made and for how long.
- ii.* Payments are not automatic. The Governing Body will also, in such circumstances, consider whether to review the remuneration of other staff whose duties and responsibilities may be impacted on by the Head Teacher's additional role.
- iii.* Where such additional responsibilities are temporary, so are any related additional payments. Safeguarding arrangements will not apply when such payments cease.
- iv.* Additional payments cannot be applied where the Head Teacher has been appointed as the Head Teacher of more than one school. Remuneration in this case is determined when considering the group size and pay range for the school and the Head Teacher and not as an additional payment.

**31. RECRUITMENT AND RETENTION INCENTIVE BENEFITS**

- a. The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive.
- b. The Pay Committee will consider exercising its powers under the Document where they consider it is appropriate to do so in order to recruit or retain relevant teaching 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.

- c. The Governing Body will, nevertheless, conduct an annual formal review of all such awards.
- d. In relation to a Head Teacher, any 'additional payments' under this section will form part of the pay range.
- e. Payments will not be made under the 'recruitment and retention' criteria for additional work undertaken, for specific responsibilities or to supplement pay for other reasons.
- f. Recruitment payments will be restricted to designated shortage subjects, as defined by the school, or those for which two advertising campaigns have failed to produce a suitable candidate for appointment.
- g. The Governing Body will review the level of any such awards annually and will notify candidates of the expected duration of such awards at the outset of the appointment.
- h. A recruitment and retention incentive or benefit may include: a cash sum, a percentage uplift in salary, relocation allowances, travel allowances, or defined benefits such as healthcare or childcare provision.
- i. When a recruitment and retention incentive or benefit is agreed, written notification should be given to the teacher advising whether the reward is for recruitment or retention, the nature of the award, how it will be paid, and if it is not a one-off award, the start date and duration of payment and the basis for any agreed uplifts during the period. Only in exceptional circumstances will an existing recruitment and retention incentive or benefit be renewed.
- j. **Support staff:** The principles in this section also apply to support staff and the Governing Body will make additional payments where applicable and in particular circumstances.

## **32. SALARY SACRIFICE ARRANGEMENTS**

- a. Where the employer operates a salary sacrifice arrangement, a member of staff may participate in any such arrangement, as provided for in their conditions of employment.

**Policy agreed and adopted by governors:** Autumn 2018

**Next Review:** Autumn 2019

**NOTES:**

**This policy is based on the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and Westminster City Council MODEL PAY POLICY FOR SCHOOLS**

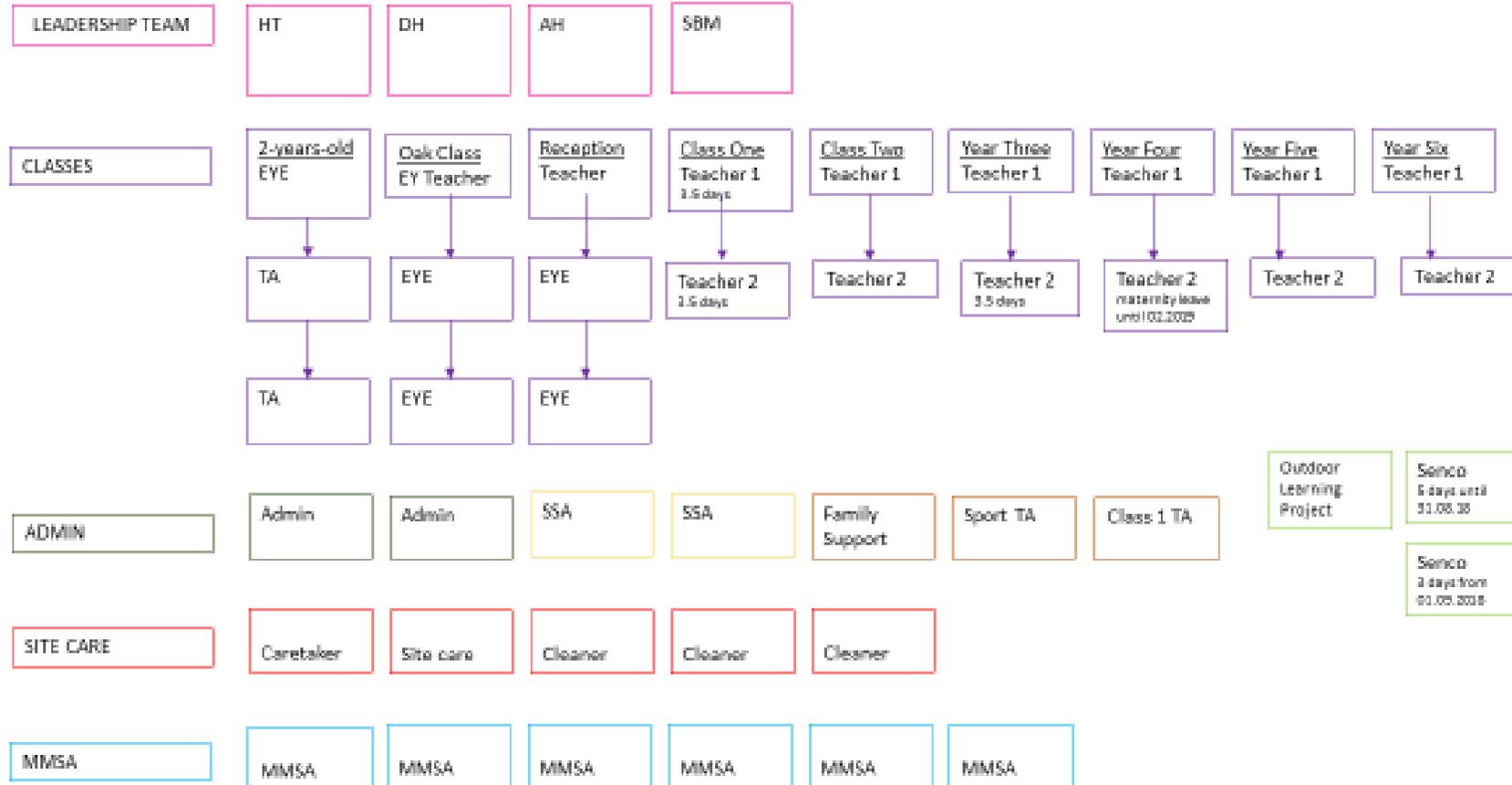
- (1) All references in this model policy to “the Document” and to “the section 3 guidance” are to the 2015 School Teachers’ Pay and Conditions Document (STPCD) and the accompanying Department for Education Section 3 guidance, unless otherwise specified.**
- (2) The paragraph references are those in the current draft STPCD and guidance The references will be amended as necessary.**
- (3) All salaries quoted in this document, including salary reference values, will be updated in line with final published figures in due course.**

Normand Croft Community School 22  
**School Pay Policy**

Annex 1 **2018-19 School Staffing Structure**

# Normand Croft Community School 23

## School Pay Policy



## Annex 2 **The Appeal Procedure**

### **1. APPEALS PROCEDURE**

- a. The School Teachers' Pay and Conditions Document ("the Document") 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.
- b. The school's procedure for handling appeals applies equally to support staff.
- c. As part of the overall appraisal process, a pay recommendation is made by the appraiser/reviewer (normally the line manager) and discussed with the staff member at the Review Meeting prior to being submitted to the school's Pay Committee or relevant decision-making body. Written details of and the reasons for the pay recommendation will be given to the staff member.
- d. At this particular stage of the pay determination process, if the staff member wishes to better understand the rationale for the pay recommendation or bring any further evidence to the attention of the appraiser/reviewer, they should be given the opportunity to do so before the final pay recommendation is drafted in the appraisal report. 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 appraisal report will be updated to reflect the discussion.
- e. If a staff member 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. APPEAL HEARING PROCEDURE**

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

**b. Guidance**

- i. When a staff member feels that a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider.
- ii. Staff members / 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.
- iii. Appeals should be heard without unreasonable delay and at an agreed date, time and place.
- iv. 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.

**c. Appeal Procedure Steps: Informal Stage**

- i. As part of the pay determination process, the line manager ("the recommendation provider") will make a recommendation to the "the decision maker" (the person/s or committee responsible for approving the pay recommendation) supported by relevant assessment evidence. On determining a staff member's pay, "the decision maker" will write to the staff member 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 decision maker".
- ii. If the staff member wishes to appeal the decision, they must do so in writing to "the decision maker", 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 decision maker" must then arrange to meet the staff member to discuss the appeal. "The recommendation provider" should also be invited to the meeting to clarify the basis for the original recommendation.
- iii. "The decision maker" will reconsider the decision in private and write to the staff member to notify them of the outcome of the review and of the staff member's right of appeal to the Governing Body. If the staff member 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.
- iv. This will invoke the Formal Stage of the Appeal Procedure.

**d. Appeal Procedure Steps: Formal Stage**

- i. 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.
  
- ii. 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. iii. 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 staff member 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.