

SHANKLEA PRIMARY SCHOOL

Pay Policy for Teachers and Support Staff

2017/18

Policy Control Details

Date policy approved:	September 2018		
Prepared by:	Helen Brown	Signature	Date
Approved for issue by:	Gareth Pearson	Signature	Date
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Responsibility for review:	Resources Management Committee		

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Note 1:

All the salary values in this model policy are based on the final version of the STPCD 2017 published in August 2017.

Note 2:

This pay policy reflects discussions between Northumberland County Council and branch representatives of ASCL, ATL, NAHT, NEU, (NASUWT, NU), VOICE. Whilst a measure of agreement was achieved the representatives were unable to agree to aspects of the policy which were not fully compliant with their national checklist.

It is the view of the joint teacher unions that a 2% UPLIFT BE APPLIED TO ALL POINTS ON THE Main pay Range. All relevant unions are aware that the NCC Model Pay Policy provides the option for governing bodies to apply 2% to reference points on the Main Pay Range.

1 Operational Summary

1.1 Scope

This Northumberland County Council, (NCC), procedure has been adopted by Shanklea Primary School Governing Body.

Staff and representatives of recognised trade unions have been consulted about this policy via NCC.

1.2 Policy Aim

In adopting this policy the governing body's aim is to:

- maximise performance of the school;
- support the recruitment and retention of a high quality workforce;
- enable the school to recognise and reward staff appropriately;
- ensure that decisions about pay are made in a fair, consistent and transparent way.

In operating the policy the governing body will take account of the priorities expressed in the school development plan, the views of staff, local authority guidance, national guidance and the limitations imposed by the school's budget.

1.3 Policy Summary

The policy sets out the principles and arrangements that the governing body will use to decide the pay of staff. It covers all areas where it has discretion to make these decisions for teachers and support staff.

All teaching post salary values in this policy are based on the final version of the STPCD 2017 published in August 2017.

2 Introduction

This pay policy has been designed and will be operated to comply with the following legislation and collective agreements, as amended:

- the Equality Act 2010 to ensure that there is no unlawful discrimination in relation to the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation and that remuneration is based upon the principle of equal pay;
- the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 to ensure that there is no discrimination on the grounds of part-time working;
- the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 to ensure that there is no discrimination due to the fixed-term nature of the contract of employment;
- the Employment Rights Act 1996, the Employment Relations Act 1999, the Employment Act 2002 and the Employment Act 2008;
- the current edition of the School Teachers' Pay and Conditions Document to ensure that the salaries of teachers are reviewed annually and that they are properly remunerated;
- the current edition of the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the "Green Book") to ensure that support staff are properly remunerated; and
- the local terms and conditions for support staff set by Northumberland County Council which cover staff in community and voluntary controlled schools and those voluntary aided or foundation schools and academies that have adopted such terms.

Copies of the school's Equal Opportunities Policy and the conditions of service documents are available at the school.

The governing body will, following advice from the local authority, take into consideration the remuneration for apparently similar posts in other schools in order to discharge its equal pay obligations effectively.

3 Purpose

The purpose of this policy and procedure is to set out the framework within which pay

decisions will be made within this school, in order to ensure that pay decisions are made in a fair and transparent manner.

4 Duties

Decisions about pay in accordance with this policy are fully delegated by the governing body to the school's Resource Management Committee.

The governors responsible for the headteacher's performance management will, following advice and support from an external adviser, make a recommendation about the head's performance pay to the committee. The headteacher will advise the committee but will withdraw from any discussion in relation to their own pay.

The headteacher will, following any moderation process set out in the school's appraisal policy, pass onto the committee, the recommendations about pay progression based on performance made by appraisers for all other eligible teachers in the school.

The committee recognises that it has a statutory duty to consult the local authority about its recommended pay and grading for support staff posts before these are agreed. It will also be mindful of its obligations under equal pay legislation when making such recommendations as these may have implications for other staff employed by the local authority.

4.1 Relationship with school staffing structure

The staffing structure of the school, as agreed by the governing body following consultation with staff and recognised trade union representatives, is set out in Annex A of this policy.

Any implementation plans for future changes to the school staffing structure agreed by the governing body are set out in Annex B.

Information about vacant posts in the structure will be made available to all staff absent from the school for whatever reason including those on sick leave, maternity leave and secondment.

Further changes to the school staffing structure may be required from time to time. Staff and recognised trade union representatives will be consulted about any such proposals.

5 Teaching Staff

5.11 Basic principles

The committee will pay all teachers in accordance with the current edition of the School Teachers' Pay and Conditions Document (STPCD). It is recognised that any payments to teachers not provided for within the STPCD are unlawful.

5.2 Salary reviews and appeals

5.2.1 The committee will review every teacher's salary with effect from **1 September** each year. This will be completed by 31 October, except for the Headteacher where the review will be completed by 31 December. In exceptional circumstances the committee may extend these timescales, for example where a teacher is absent on maternity leave or long-term sick absence and additional time is needed to complete the process.

5.2.2 The committee will apply the annual pay award of 1% with effect from 1 September recommended by the School Teacher's Review Body and accepted by the Secretary of State to the statutory minima and maxima of all pay ranges (with two exceptions see B2.3 and B2.4) and all allowances (including TLR and SEN payments).

5.2.3 The committee will apply the annual pay award of 2% with effect from 1 September recommended by the School Teacher's Review Body and accepted by the Secretary of State to the maxima only, of Main Pay Range.

5.2.4 The committee will not apply an uplift to the maxima of the eight Headteacher pay group ranges.

5.2.5 In some cases other than where the award has been applied to the minima of the range, the award will be subject to the teacher achieving performance judged to be at least good.

5.2.6 The committee will review a teacher's salary at other times of the year whenever a teacher takes up a new post, including when taking up a post in the leadership group or as a leading practitioner, where a teacher becomes entitled to be paid on the upper pay range or in any other circumstances that lead to a change in the basis for calculating a teacher's pay under the STPCD.

5.2.7 Where the committee decides to reduce a teacher's remuneration (e.g. as a result of a teacher taking up a new post), the new salary must take effect no earlier than the date on which the decision was actually made and safeguarding becomes applicable in accordance with the provisions of the STPCD.

5.2.8 Teachers will be provided with a written pay statement within one month of their salary review. This will include the information required by paragraph 3.4 of section 2 of the STPCD.

5.2.9 Teachers may appeal against their salary review as described in section D, which performs the function of the grievance procedure on pay matters. The usual reasons (which are not exhaustive) for seeking a review of a pay decision are that the committee:

- incorrectly applied any provision of the School Teachers' Pay and Conditions Document or its own Pay Policy;
- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence;

- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the teacher.

6 Pay ranges

This pay policy seeks to ensure that there are appropriate pay differentials between posts, which are established and reviewed according to clear criteria. Therefore the committee will set pay ranges as follows:

6.1 Pay range for headteachers on Leadership Group payscale

The committee will decide the group for a headteacher when the school intends to make a new appointment or at any other time it sees fit to do so. The committee will review the pay range if there are significant changes including where the head becomes responsible and accountable for more than one school on a permanent basis. Starting salaries will be in accordance with section B4.1 below.

In the case of new salary determinations the indicative pay range should be set within the headteacher group relevant to the school's unit total. The expectation is that in most cases the pay range will be within the limits of the headteacher group. If the committee consider that circumstances warrant it, they can set the indicative pay range with a maximum of up to 25% above the top of the relevant headteacher group range.

The committee will need to consider the complexity and challenge of the role to make judgement on pay. Current discretionary payments such as allowances for recruitment and retention, permanent additional responsibilities, (e.g. the provision of initial teacher training (ITT), and long term provision to other schools, should be captured at this stage. You should ensure that there is no double counting takes place.

In order to provide increased flexibility the committee should remove spine points and fixed differentials from the pay scale, reference points may still be adopted as with the main and upper pay scales.

6.2 Pay ranges for deputy and assistant headteachers on Leadership Group payscale

The Governing Body will keep under review whether or not they wish to establish one or more deputy head of school or assistant head posts in light of the school's needs.

The committee will decide the pay range for a deputy head or assistant headteacher when the school intends to make a new appointment or at any other time where there is a significant change in the responsibilities of the current postholder. The pay range will be reviewed at each annual salary review on 1 September. The committee will take into account the responsibilities of the post, the background of the pupils at the school and whether the post is difficult to fill. Starting salaries will be in accordance with section B4.2 below.

6.3 **Leading Practitioner pay range**

The governing body will keep under review whether or not they wish to establish one or more LP posts in light of the school's needs.

6.4 **Upper pay range**

The committee has set an upper pay range of £35,927 to £38,633 per annum (between £35,927 and £38,633) within the statutory minimum and maximum for the upper pay range within STPCD.

Starting salaries will be in accordance with section 7.3 below.

6.5 **Main pay range**

The committee has set a main pay range of £22,917 to £33,824 per annum (between £22,917 and £33,824 within the statutory minimum and maximum for the main pay range within STPCD.

Starting salaries will be in accordance with section 7.3 below.

6.6 **Progression from main pay range to upper pay range (previously referred to as "threshold")**

Qualified teachers who wish to do so should submit a statement of intent in writing and submit the school's threshold application form, to the headteacher, by 31 October for payment from 1 September in that calendar year. Applications may be made only once in each school year.

For a teacher to progress to a salary value within the upper pay range, as determined by the policy on starting salaries in B4.3 below, they must demonstrate, through appraisal, that they are:

- highly competent in all elements of the Teachers' Standards; and
- their achievements and contribution to the school are substantial and sustained.

For the purposes of this pay policy:

- "highly competent" means "performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice";
- "substantial" means "of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes

- effectively to improve pupils' learning; and
- "sustained" means "maintained continuously over a period of 2 school years".

Applications normally include the result of appraisals (or performance management reviews depending on time period of the evidence submitted), including any recommendation on pay. Where that information is not applicable or available, the application may include a statement and summary of evidence designed to demonstrate that the above criteria have been met. Applications should contain evidence from two successive appraisal periods: or equivalent for those not subject to appraisal regulations, subject to any break in service by the teacher.

The application will be considered as follows: an initial assessment will be made by the line manager/key stage leader/head of department/headteacher; moderation of all applications received will be undertaken by the senior leadership team/headteacher to ensure consistency and a recommendation on each made to the committee; the committee will make a decision having first satisfied itself that the application and initial assessment process has been undertaken fairly in line with this Pay Policy but will not make professional judgements about individual teachers.

Any teacher who is unsuccessful in their application may appeal under the arrangements set out in section D below.

Any movement from the main pay range to the upper pay range will apply to all contracts of employment held by the teacher within the school and will be permanent as long as the teacher remains employed within the same school

6.7 Unqualified teacher pay range

The governing body will keep under review whether or not they wish to establish one or more unqualified teacher posts in light of the school's needs.

6.8 Progression from unqualified teacher pay range to main pay range

The committee must transfer an unqualified teacher who obtains qualified teacher status to the main pay range. Starting salaries will be in accordance with section B4.3 below.

B7 Starting salaries

7.1 Starting salaries for headteachers within their Leadership Group

The headteacher's starting salary will be determined following the adoption of a three stage process. This is applicable to new Heads appointed after 1 September 2014 or where there is deemed to be a significant change to the responsibilities of Heads.

The three stages are:

- Stage 1 – Defining the role and determining the headteacher group
- Stage 2 – Setting the indicative pay range
- Stage 3 – Deciding the starting salary and indicative pay range

See Annex C for guidance on how to undertake the 3 stage process.

7.2 Starting salaries for any deputy headteachers and assistant headteachers within their pay range on the Leadership Group payscale

Any deputy or assistant headteacher's starting salary will be determined following broadly the same principles outlined above. The committee should consider how other leadership roles should be set in accordance with the level set for the headteacher and ensure that there is sufficient scope for progression. The pay range for a deputy or assistant headteacher may overlap the headteachers pay range in exceptional circumstances.

7.3 Starting salaries within other pay ranges

Starting salaries will be determined within the relevant pay ranges for main/upper pay range posts, the relevant pay range for any unqualified teacher posts or the individual post range for any leading practitioner posts, as set out in B3 above, and will apply to all contracts of employment the teacher has with the school. In making such determinations the following range of factors will be taken into account:

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

The above factors will apply when determining starting salaries for teachers within the school, teachers from other schools/settings and teachers who are out-of-service to ensure a consistent approach for all appointments.

Salaries are not automatically portable between schools/settings, however the appointment panel will take the teachers' current salary into account when deciding the starting salary to be offered.

Specific considerations:

- Only teachers who have successfully applied for movement on to the upper pay range (previously threshold") can be paid on the upper pay range, unless they were previously paid on the leadership group pay range for an aggregate period of one year or more and were first appointed on or after 1 September 2000, in which case they must be paid on UPR, or if they were previously paid as a leading practitioner, in which case they may be paid on the UPR.
- Where an unqualified teacher continues to be employed at this school when they obtain qualified teacher status, they will be paid a salary on the main pay range that is the same as, or higher than, the sum of their salary on the unqualified pay range and any unqualified teacher allowance payable.
- Where an unqualified teacher obtains qualified teacher status retrospectively they will be paid a lump sum by this school if we were responsible for their remuneration at the time when QTS was effectively obtained. This will be the difference (if any) between the remuneration the teacher was actually paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a

qualified teacher, from the date QTS was effectively obtained to the date when the lump sum is paid.

8 Performance pay decisions

8.1 Overview

This pay policy seeks to ensure that discretionary powers for performance pay progression are operated fairly and transparently according to clear criteria. The governing body will consider setting aside a designated sum of money for performance pay awards for all levels of teachers as part of the annual budget process. Decisions about awarding discretionary pay progression will take into account the availability of funding, both in the current financial year and in the longer term. However the governing body notes that lack of affordability cannot be used as a criterion to refuse performance pay progression where the teacher has otherwise met the criteria for progression set within this Pay Policy.

In considering the relationship between appraisal and pay review, the committee will take note of the following principles:

- teachers' salaries within the relevant pay range are considered as "fixed" i.e. must be permanent for as long as the teacher remains employed in the same school unless the teacher's individual performance warrants further progression;
- all eligible teachers will be considered for performance pay progression annually by the committee and there will be no requirement to submit an application (except in the case of moving through the main pay range to the upper pay range (previously "threshold") from the main pay range to the upper pay range where the teacher will decide when to do so and should submit a statement of intent);
- in making its decision the committee will have regard to any recommendation on pay progression made by the teacher's appraiser, and in the case of the headteacher following advice from an external adviser, under the appraisal regulations; or the outcome of the statutory induction process in the case of newly qualified teachers; or equivalent evidence where the teacher is not subject to the appraisal regulations;
- where the headteacher has delegated responsibility to other line managers under the school's appraisal policy, appraisers' pay recommendations are submitted to the headteacher as part of the written appraisal report and the headteacher will pass the recommendations on to the committee (following any moderation process set out in the school's appraisal policy), advising the committee as they see appropriate;
- the appraiser will make an assessment of the teacher's performance of their role taking into consideration their experience and responsibilities within the appraisal period against the teachers' standards and the teacher's objectives when reaching his/her recommendation;
- in the interests of responsible decision-making, the committee is entitled to seek to establish the robustness of the appraisers' recommendations about performance pay progression and may access the teachers' written appraisal report as part of their moderation of the process. The committee will not make professional judgments about

the effectiveness of individual teachers as that is the responsibility of appraisers in the school;

- continued good performance as defined in the schools pay policy should give classroom or unqualified teachers an expectation of progression to the top of their respective pay range.
- it will be possible for a determination to be made not to award pay progression without the teacher being subject to formal capability procedures, however in these circumstances concerns should have been raised with the teacher during the appraisal cycle and support put in place by the school; and
- a school calendar for appraisals and making decisions on performance pay progression will be published by the headteacher each year.

8.2 Eligibility to be considered for pay progression

Teachers will be eligible to be considered for pay progression on 1 September if they have completed a year of employment, defined as at least 26 weeks of employment in aggregate within the previous school year. This includes any holiday periods, absence due to sickness, injury, pregnancy, maternity leave, parental leave, paternity leave or adoption leave.

Where a teacher is absent from work for any other reason the committee will use its discretion on a case-by-case basis to decide whether the teacher is eligible for consideration for pay progression.

Where that absence is a result of a protected characteristic for example pregnancy/ maternity or disability under the Equality Act 2010, the committee will take this into account on a case by case basis when making a decision about pay progression.

Subject to having met the above criterion, the committee recognises that a significant period of absence for a teacher during the appraisal period (or statutory induction period for newly qualified teachers, or equivalent period for teachers not subject to the appraisal process) may affect the recommendation and decision about whether the teacher should be awarded pay progression.

8.3 Pay progression for Leadership group

The headteacher or deputy head must demonstrate sustained high quality of performance in respect of school leadership, management and pupil progress. Their performance will be reviewed against their objectives in accordance with the school's performance management policy before any performance points are awarded.

It is the responsibility of the governing body to ensure that performance based progression awards reflect individual performance. The committee will take into account the recommendation of those governors responsible for reviewing the performance of the headteacher. The committee will take into account the recommendation of the headteacher who has responsibility for reviewing the performance of deputy and assistant heads.

The removal of the spine points gives greater flexibility to decide on the level of progression award appropriate to an individual's performance. The committee has discretion to award points for performance (subject to not exceeding the maximum of the current pay range) based on the available evidence. The committee will award one point where there has been a successful appraisal including meeting the teachers' standards to a level appropriate to their job role, career stage and school context and the teacher has met or made substantial progress towards their objectives. In exceptional circumstances, the committee will award two points after considering the degree of challenge in the performance objectives, the extent to which they have been met or exceeded and evidence of the teacher's professional growth by developing their leadership and (where relevant) teaching expertise. There is no limit on how many points can be awarded within the specified range but the committee should have a clear evidence base on which to make the recommendations.

8.4 Pay progression for other pay ranges

Pay progression within pay ranges with effect from 1 September 2017 will be decided under the rules within the STPCD 2016 and the arrangements set out within this Pay Policy. Continued good performance will give the teacher an expectation of progression to the top of their respective pay range.

In this school judgements of performance will be made at the end of the appraisal period. The judgement will include consideration of the teachers' standards to a level appropriate to the teacher's job role, career stage and school context and the extent to which objectives have been met or exceeded. Additional specific impacts the school take into account for each pay range is the impact on pupil progress; impact on wider outcomes for pupils; improvements in specific elements of practice, such as behaviour management or less on planning; impact on effectiveness of teachers or other staff; wider contribution to the work of the school.

The rate of pay progression on 1 September will be differentiated according to an individual teacher's performance and will be on the basis of absolute performance measures.

Any pay progression awarded within the pay range will apply to all contracts of employment held by the teacher within the and will be permanent as long as the teacher remains employed within the same school.

9 Discretionary allowances/payments

9.1 Temporary payments for the headteacher

The committee may determine that additional payments be made to a headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. The committee must not have taken these into account when determining the head teachers pay range.

The total sum of temporary payments made under any of the above provisions will not exceed 25% of the headteacher's annual salary, although payments under B6.5 are excluded

if the payment is for relocation expenses related to the personal circumstances of the headteacher and payments under B6.8 are excluded where the residential duties are a requirement of the post.

The committee may determine that additional payments are made that exceed the 25% limit only in wholly exceptional circumstances. In such cases the committee will make a business case to the full governing body and the governing body must seek appropriate external independent advice that considers whether the provisions of the STPCD have been properly applied to the headteacher's pay before making a decision.

9.2 Teaching and Learning Responsibility (TLR) payments for main/upper pay range teachers

Where TLR1 or TLR2 payments awarded

- The committee will take into account the statutory criteria and factors for awarding TLR1 and TLR2 payments, as set out in the STPCD, when it decides which posts in the school are awarded these TLR payments. The basis of the assessment will be the job description for the post.
- TLR payments will be attached to appropriate permanent posts in the school's staffing structure.
- TLRs will only be awarded on a temporary basis where a teacher is temporarily assuming the duties of a permanent post in order to cover for secondments, maternity leave, sick leave or a vacant post.
- The spot rates for TLRs in this school have been decided with reference to the statutory minima and maxima for TLR payments, as set out in the STPCD, and after considering the relative job weight of posts within the structure that meet the TLR criteria. The value of TLR payments is as follows:
 - TLR 2 –£2,667, £6,515 (between £2,667 and £6,515)
 - TLR 1 –None within current staffing structure. (between £7,699 and £13,027)
- If a TLR1 or TLR2 is awarded to a part-time teacher it will be paid on a pro-rata basis at the same proportion as the teacher's part-time contract.
- The school staffing structure in Annex A identifies the TLR payments applicable to individual posts.
- Where TLR3 payments awarded
- The committee will take into account the statutory criteria and factors for awarding TLR3 payments, as set out in the STPCD, when it decides which teachers in the school are awarded these TLR payments. The basis of the award will be the scope and responsibilities of the time-limited school improvement project or the one-off externally driven responsibilities.
- The duration of the fixed-term payment will be established at the outset and payment will be made on a monthly basis for the duration of the fixed-term.
- The value of the payment will be no less than £523 and no greater than £2,603 and will be decided on a case-by-case basis depending on the nature and degree of challenge of the project or responsibilities.
- In the current year, at the governors' discretion, no TLR3s are deemed necessary.

9.3 Special Educational Needs (SEN) allowances for main/upper pay range teachers

The governing body may exercise its discretion to award SEN allowances but will review this decision annually in light of the school's needs. A SEN allowance of no less than £2,106 and no more than £4,158 per annum is payable to a classroom teacher in accordance with paragraph 21.1 of the STPCD and guidance on school teachers' pay and conditions, September 2016.

9.4 Unqualified teachers' allowance

The governing body will not exercise its discretion to award unqualified teachers' allowances but will review this decision periodically in light of the school's needs.

9.5 Recruitment and retention incentives and benefits

The governing body will not exercise its discretion to award recruitment and retention incentives and/or benefits to teachers but will review this decision periodically in light of the school's needs.

9.6 Acting allowance

Where a teacher is assigned and carried out the duties of a headteacher, deputy headteacher or assistant headteacher, but has not been appointed to the post, the committee will, within four weeks of the duties first being assigned and carried out, decide whether or not to pay an acting allowance in accordance with the STPCD. If the committee decides to pay an allowance, the amount will be as is necessary to ensure that the teacher receives remuneration equivalent to such point on the pay range for the post as the committee considers to be appropriate.

9.7 Performance payments to seconded teachers

Where a teacher is temporarily seconded to a post as headteacher in a school causing concern and the committee considers that the teacher merits an additional point or points to reflect the sustained high quality of performance throughout the secondment, the committee may pay the teacher a lump sum equal to the value of the additional point(s) on the individual school range, if the teacher would otherwise not receive the full value as a result of returning to their own school.

9.8 Residential duties

Not applicable

9.9 Payments for out of school hours learning activities

The governing body will not exercise its discretion to make payments to all teachers, including headteachers, who agree to provide learning activities outside of the school day but will review this decision periodically in light of the school's needs.

9.10 Payments for continuing professional development (CPD)

The governing body will not exercise its discretion to make payments to all teachers, including the headteacher, who voluntarily undertake CPD outside of the school day but will review this decision periodically in light of the school's needs.

9.11 Payments for initial teaching training (ITT) activities

The committee will not exercise its discretion to make payments to all teachers, including headteachers, who voluntarily undertake school-based initial teaching training activities but will review this decision periodically in light of the school's needs.

9.12 Payments for services provided to other schools

The committee notes that these payments do not apply to circumstances where the headteacher has been appointed on a permanent or temporary basis to be accountable for more than one school. Any payment made under this provision to headteachers under this paragraph must be taken into account when determining the pay range, whether the responsibilities are permanent or temporary.

The committee will not exercise its discretion to make payments to the teachers when they provide services to other schools. It will review this decision periodically in light of the school's needs.

10 Non-discretionary payments

10.1 Safeguarding

Where teachers would otherwise experience a reduction in salary, the committee will apply the statutory arrangements for safeguarding set out in the STPCD. The committee recognises that it has no discretion to provide different safeguarding arrangements. If the safeguarded sum is £500 or more the teacher must undertake additional duties that the committee consider are appropriate and commensurate with the safeguarded sum. The committee will withdraw the safeguarded sum if the teacher unreasonably refuses to undertake these duties and will give one month's notice to the teacher.

10.2 Central government funded schemes

The committee will award such payments that are required under the central government schemes in force from time to time, subject to the individual teacher satisfying the appropriate eligibility criteria.

10.3 Honoraria

The committee will not pay an honorarium to any teacher. There is no provision for these payments in the STPCD and the committee recognises that such payments would be unlawful.

11 Part-time teachers

Teachers employed on an ongoing basis at the school but who work less than a full working day or week are defined as part-time. The committee recognises that they are eligible for pay progression and other allowances/payments in the same way as full-time teachers.

A part-time teacher will be paid according to the proportion of the school's timetabled teaching week (STTW) that they work, as set out in the STPCD. Two or more calculations will be required where the teacher works across different parts of the school which each have a different timetabled teaching week.

12 Supply teachers

Teachers who work on a day-to-day or other short notice basis are entitled to have their pay determined in line with the STPCD and the school's Pay Policy in the same way as other teachers.

The committee has discretion to award relevant allowances or payments where this is specified in the school's staffing structure and the supply teacher is undertaking the range of duties appropriate to that particular payment.

Where eligible teachers have worked sufficiently on a regular or irregular basis for a decision to be made in accordance with the STPCD and the school's Pay Policy, the committee will consider awarding pay progression based on performance at the 1 September salary determination.

The pay of supply teachers will be calculated as a daily rate of annual salary divided by 195 days or a pro rata rate for less than a day in accordance with paragraph 44.1 of the STPCD 2014.

13 Pension considerations

Members of the Teachers' Pension Scheme will have the salary used in calculating their pension benefits restricted if a significant increase in pay has taken place during the period that the average salary calculation considers, unless the governing body has agreed to make an additional financial contribution to the scheme to pay for the extra pension and lump sum the teacher would be due to receive under its Redundancy and Early Retirement Scheme.

14 Support Staff

14.1 Basic principles

14.1.1 The committee is required by law to follow the pay and conditions for support staff

contained in the Green Book and set by the local authority where the authority has discretion to do so.

14.1.2 When making an appointment the committee will propose a job description reflecting the duties of the post, using either an already evaluated job description with an identified pay band or a new job description requiring submission to the job evaluation panel to determine the pay band. The local authority may make representations in writing to the governing body within 7 days if it has outstanding concerns about the proposal. Therefore the committee will not make any offer of appointment (including regrading of posts) until the local authority has had this opportunity.

15 Basic pay decisions

15.1 Starting salaries

The committee recognises that it has discretion to select a starting salary at any scale point within the pay band for the post but that an inconsistent approach would not be fair or equitable and may give rise to equal pay risks. Therefore appointments will be made to the lowest point of the pay band, except in the following circumstances e.g. the employee has been promoted or regraded to a post at a higher pay band and would not otherwise receive an immediate pay increase of at least one increment upon appointment, an offer of a starting salary above the minimum is necessary to attract a suitable candidate. Advice regarding the robustness of the business case will be sought from the appropriate HR Manager before an offer of appointment above the lowest point of the pay band is made to the successful candidate.

15.2 Incremental progression

The committee will follow the local authority's terms and conditions for incremental progression. Increments will be paid each 1 April up to the maximum of the pay band, subject to six months' service within the pay band. Where the service requirement is not met on 1 April, the increment will be paid on the six-month anniversary of the employee's start date on that pay band.

16 Discretionary payments/allowances

16.1 Employees temporarily undertaking additional duties and responsibilities

The committee will follow the local authority's Terms and Conditions of Employment and associated management guidance to award an upgrading payment when an employee who, for any reason other than annual leave of another employee, is called upon by their manager to undertake:

- a) All of the duties of a higher graded post

Payment will be made at the evaluated rate of pay of the new job. If the job is evaluated at a higher level than the substantive job, payment will be made at the minimum point of the higher band without any qualifying period i.e. from day one. The employee will be required to return to their substantive job once the acting up arrangement ends.

b) Some of the duties and responsibilities of a higher graded post

Where an employee is asked to undertake some additional duties and responsibilities of a higher graded post for a period of at least four weeks whilst continuing to carry out their own job, an acting up payment may be considered.

The duties of a job may be shared between more than one employee and the amount payable will be determined by the percentage of the higher graded job each person is undertaking. The duties and responsibilities must be carried out for at least four weeks, although payment will be due from day one once the four weeks have been satisfied. The amount payable will be determined by the Head Teacher and will be dependent on the circumstances of each case i.e. the extent of the additional duties and responsibilities undertaken, taking account of the nature, level and extent of the additional duties and responsibilities. This is usually based on looking at the assessed pay band for the job, considering what percentage (if not all) that is being undertaken, and paying the corresponding percentage difference between current salary point and the minimum point of the higher graded post (subject to that being at least one incremental point above the employee's salary).

c) Work on a specific, time-limited project

One-off payments may be made in order to recognise significant additional work performed over and above the usual responsibilities of a role e.g. work on a specific, time-limited project. The amount will be determined by the Head Teacher and should be consistent with the level/scale of the additional work carried out.

16.2 First aid payments

A first-aid payment of £260.63 per annum (April 2015 rates, to be increased annually by the amount of any national pay award) is made to employees designated as responsible for first aid, except where the requirement to possess a first-aid certificate and to undertake first-aid duties is included in the job description and person specification and reflected in the pay band of the post. A pro rata payment is made to part-time employees. Employees working in excess of 37 hours will receive additional payments. The allowance should not be added to the annual or weekly salary for the purpose of determining the hourly rate for overtime payments or other enhancements.

The payment is made on a personal basis to first-aiders holding qualifications recognized by

the County Council, for as long as they are designated as such. As a consequence, the payment may be withdrawn at any time. The allowance is not attached to specific posts.

16.3 Standby payments

The standby rate for qualifying employees will be £20.64 per session (April 2015 rates, to be increased annually by the amount of any national pay award). A session is defined as a complete 24 hour period or part thereof. This is a standard rate for all jobs and periods, save for the periods when double time is applicable when the above rate will be doubled.

17 Pay protection

The governing body will follow its Pay Protection and Salary Safeguarding Scheme in circumstances where it is appropriate to protect the pay of support staff. The scheme also details the circumstances in which staff with protected pay must be allocated additional duties and/or hours to justify that payment.

18 Term-time support staff

Support staff who do not work all of the school holidays (except for their annual leave entitlement) will be paid an equated salary pro-rata to the number of weeks actually worked.

19 Appeals by support staff against their pay and grading

Support staff may appeal against their pay and grading under the arrangements in the County Council's Terms and Conditions of Employment, which is set out in the Regrading Procedure – Requests from Employees.

20 Appeals

The procedure for considering appeals from teachers in all schools is:

1. within five working days of receiving the written appraisal report containing the appraiser's recommendation on pay in the case of teachers, the employee should seek to discuss the matter informally with their appraiser before the matter is considered by the person(s) making the decision;
2. if, having had an informal discussion with the appraiser, the teacher believes the recommendation is incorrect, they may make representation to the person(s) making the decision by initially submitting a formal written statement setting out their grounds for disagreeing with the pay recommendation although they will also be given the opportunity to make representations in person (including presenting evidence, calling witnesses and the opportunity to ask questions) at a formal

- meeting before the decision is made;
3. where the employee disagreed with the pay determination made, they may follow a formal appeal procedure by writing to the chair of governors setting out the grounds of appeal within 10 working days of receiving written notification of the pay decision;
 4. the committee should hold a hearing within ten working days of receipt of the appeal letter and give the employee and a management representative the opportunity to present evidence and call witnesses and be accompanied by a trade union representative or work colleague if they wish;
 5. following the hearing in 4. the employee will be informed of the decision in writing within 5 working days including the rationale for reaching the decision;
 6. the appeal panel's decision is final and there is no recourse to the school's Grievance Procedure.

21 Confidentiality and record keeping

Under the Freedom of Information Act 2000 the governing body will publish this pay policy through its scheme of publication. A copy of the policy will be made available to staff annually.

The pay of an employee is a confidential matter between the governing body and the individual. The headteacher, the clerk to the governing body, school business manager and the school's payroll provider need to be aware of staff salaries in order to perform their duties, but appropriate details will be kept strictly confidential.

The committee (and any appeal committee required) will ensure that pay recommendations and decisions are confidential. The committee will report its decisions to the full governing body as a confidential item without discussion. The confidential matters referred to in such minutes shall only be revealed to persons who require access as part of their official duties.

Records of pay decisions and any appeals will be retained by the governing body for a minimum period of 6 years. All staff will be granted reasonable access to their own pay records.

22 Monitoring and review

The governing body will monitor its application of this policy, particularly to ensure that its practices are fair and do not discriminate unlawfully. It will also monitor trends in progression across specific groups of teachers to assess its effect.

The governing body will review this policy every year. It will seek to agree any revisions with recognised trade unions after consultation with all staff. This consultation will be usually be arranged by circulating a draft policy to all school staff and seeking written comments.

Statutory regulations and guidance will take precedence in the event of any inadvertent contradictions with this policy.

Annex A – School Staffing Structure

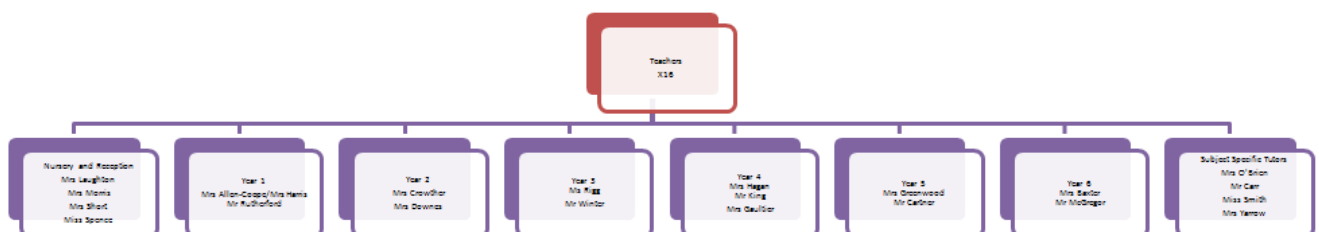
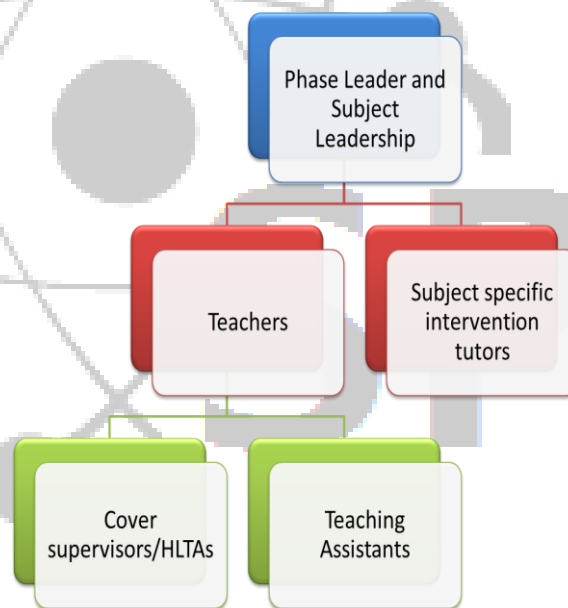
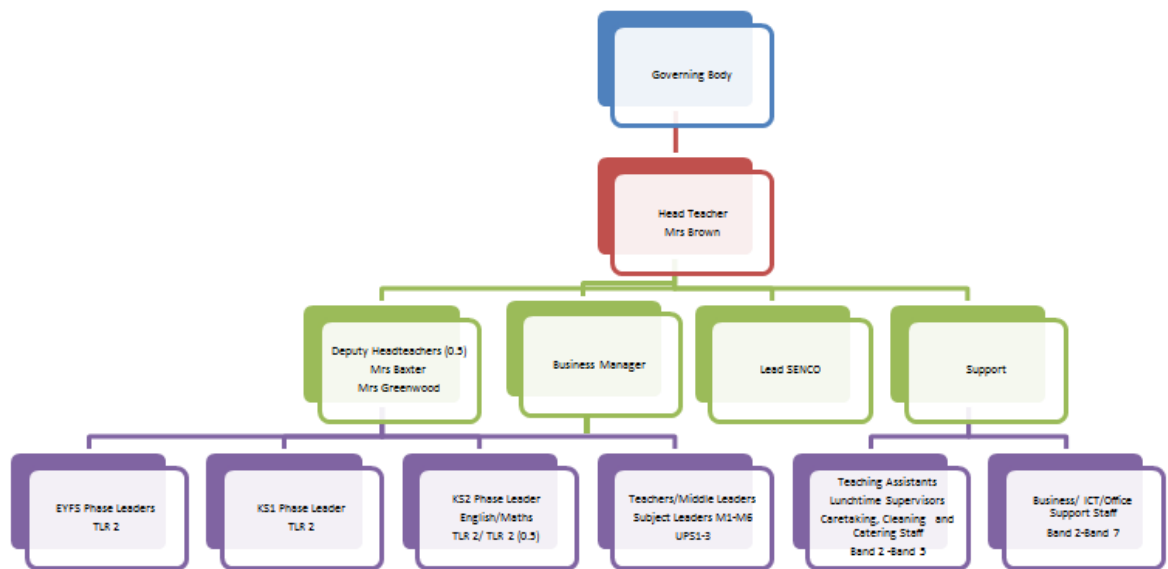
This annex should show (by means of a structure chart or list) all the current teaching and support posts within the school's staffing structure.

This should include:

- the post title, pay band or pay range (but not the individual employee's point on the payscale or pay range);
- any additional payments that the post attracts e.g. TLR1 or TLR2 payments (level and spot point), SEN allowances (spot point);
- the anticipated end date of the post if it is for a fixed-term; and
- the number of posts of each type expressed as a full-time equivalent (FTE).

It should not include any personal payments that are linked to the individual rather than the post (e.g. safeguarding, recruitment/retention incentives and benefits).

After staff and trade union representatives have been consulted about future changes to the structure and these have been agreed by the governing body, this annex may also include the school's future staffing structure that it will implement according to the implementation plan set out in Annex B.





Head Teacher

Health and Safety
Safeguarding 'Child is Paramount'
Timetabling
Networking
Cover Arrangements
Child Protection -DSL
Recruitment
Teaching and Learning
Standards
Finance – Bids
Governance
Staffing
Retention
Appraisals
Ofsted Regulations
CPD
SEND/Pupil Premium

Deputy Head Teachers

Subject Leadership
Standards Leadership
Appraisals
Performance Training and Development
Safeguarding – Assistant DSL
Curriculum
Pastoral/Behaviour
Acting-up
Evolve
E-safety
Assessment and Target Tracker

EYFS Phase Leader

Teaching and Learning
Health Service Links
Transition
Tapestry
EYFS Statutory Obligations
Staffing Ratios
EYFS Pupil Premium
MIS Sync
Standards
Appraisals
Safeguarding- DSL
Parental Partnership
All groups- intervention deployment

KS1 Phase Leader

Teaching and Learning
Pastoral
Parental Engagement
Interventions
Safeguarding / Standards
Tracker/Transition

SENCOS

Child Protection /Safeguarding

Links with parents

Attendance

Multi-agency links – specialist educational, health and medical support.

Nurture

EHAs/ Top Up funding / ECHPs

Phase Leaders

Teaching and Learning
Appraisals
Pastoral
Parental Engagement
English Interventions
Maths Interventions
Standards
Boosters for more able and middle attainers
Safeguarding

EYFS Leaders

Differentiation of Planning
Groupings
Organisation of Resources
Paediatric First Aid
Safeguarding

Toddler Group

30 hour provision

Tapestry synching and update

Middle Teachers Subject Leadership

Resources
Action plans Book Scrutiny
Enrichment of the curriculum

National Trends
Planning Overview
Monitoring of teaching and Learning.

Learning Outcomes
Safeguarding

Teachers

Teaching and Learning
Pastoral behaviour
Standards
Parent Engagement
Assessment – measuring progress
Supporting School Priorities
Duties
Assemblies
Extra Curricular
Safeguarding

EYFS Interventions/ One-to-one support

Teaching and learning
Assessment
Prepare resources
Displays
Parent partnership/Family
Learning
Safeguarding

Interventions Teaching Assistant

Record keeping and entry to exit interventions
Medical
Lead on school improvement priorities – basic skills
Mentoring
Safeguarding

Lunchtime Supervisors

Supervise Play/lunch
First Aid

Behaviour Management

Hygiene /Nutrition
Safeguarding
Nurture/Manners
Safeguarding

OOSC Supervisor

Paediatric First Aid
Planning – long, medium
and short
Statutory Duties
Safeguarding/Child
Protection
Fire Warden
Food Hygiene

Cover Supervisors/ HLTAs (x 2)

Subject Specialisation
Food Technology
Enterprise
English
Maths
Art
Paediatric First Aid
Covering Absence
Delivering planning
Marking
Behaviour
High Level interventions
Safeguarding
R.E.

Teaching Assistants Band 2 –Band 5 (x25)

Mrs A Ainsley Mr Allen Mrs
Blackett Mrs Butler
Mrs Connolly Mrs Crulley Miss
Donnelly Mrs Earle Mrs Fenwick-
Dunn Mrs Graham Mrs Hansom
Mrs Jackson Mrs Kennington Mrs
Mc Bride Mrs Mc Clurry Mrs
Middleton Mrs Notley Mrs
Ricalton Mrs Ridley Miss Robson
Mrs Shires Mrs Swarbrick Mrs
Trood Mrs Turnbull Mrs Ward

Business Manager

Single Central Record
Health and Safety
HR/ICT infrastructure
Facilities
PTFA
Parental Engagement
Cover
Diary
Lettings
Recruitment
Fire Warden
Safeguarding
Line Management
Promotion and bids
PTFA

Administrator

Attendance
Finance
Registers
School Meals
Swimming
Music
Evolve
Collections
Diary
Safeguarding

Receptionist

Newsletter
Resource Management
Parental Engagement
Medicines and First Aid
Golden Book
Diary
Safeguarding
Policies and Clerical

Volunteers

Safeguarding

Supporting basic skills across
the curriculum

Supporting extra-curricular or
enrichment events –
swimming and educational
trips

Annex B – Implementation Plan for Proposed 2018-2019 School Staffing Structure

The implementation plan for the proposed 2018-19 staffing structure is under consultation with all Shanklea Primary School staff, Governors and relevant unions. Its scheduled publication date is 31st December 2017.

Staffing structure as shown previously with the following revisions:

Fixed Contracts to Permanent Variable Contracts	Termination or Reduction to Minimum 10 hours- casual	20% Reduction on Permanent Variable Hour Contracts
Business Manager Office Staff X2	Teaching Assistants X8	Teaching Assistants X8
Catering Team X2		
Lunchtime Supervisory X14		
Caretaking Team X1		
Cover Supervisors X2		
Teaching Assistants X7		

Band 5 Teaching Assistants	Behaviour, Guidance and Support
Band 4 Teaching Assistants	Supporting and delivering learning – implement work programmes. Support in the planning cycle and the management of resources. Occasional cover supervision
Band 4 Teaching Assistants	SEND (supervision and lead role to address the needs of pupils with specific barriers to learning)
Band 3 Teaching Assistants	Support for pupils General classroom support
Band 2 Teaching Assistants	Usually under supervision of teacher in a classroom, learning support for pupils and general classroom support

Annex C – Guidance on Setting Pay for School Leaders

Purpose of the guidance

1 This guidance is intended to assist governing bodies to set the appropriate level of pay for the role of headteacher. You should adopt the following three- stage process when setting the pay for new appointments to the headship or the wider leadership team.

Introduction

2 There is no need to reassess the pay or allowances of existing headteachers or leadership teams in September 2014. This includes those who were appointed to a leadership post prior to 1 September 2014 but who will not take up post until on or after that date. The pay of those in post will only need to be reviewed when there are **significant** changes to responsibilities.

The three stage process offers governing bodies substantial flexibility to set pay at the level needed to attract headteachers and other members of the leadership team by systematically considering the circumstances of the role before advertising the post.

The three stages are:

Stage 1 – Defining the role and determining the headteacher group

Stage 2 – Setting the indicative pay range

Stage 3 – Deciding the starting salary and individual pay range

You should ensure that all decisions and the reasons for them are well documented at every stage. All pay decisions must be made on objective criteria so that there is no discriminatory effect on any group of teachers with a particular protected characteristic under the Equality Act 2010.

Stage 1 – Defining the role and determining the headteacher group

You should use this stage to define the job and identify the broad pay range as a provisional guide to determining an appropriate level of pay.

You will need to define and set out the specific role, **responsibilities and accountabilities** of the post as well as the **skills and relevant competences** required.

For headteacher posts you should assign the school to a headteacher group which will determine the appropriate broad pay range. This should be done by calculating the total unit score for the school in accordance with paragraphs 5-8 of the STPCD.

Prompt

Have you ensured that you have modified the total unit score to include, where appropriate, permanent responsibility for additional schools?

For other leadership group posts, you should consider how the role fits within the wider leadership structure of the school. The pay range for a deputy or assistant headteacher should only overlap the headteachers pay range in exceptional circumstances.

Prompt

Have you ensured that you have modified the total unit score to include, where appropriate, permanent responsibility for additional schools?

Stage 2 – Setting the indicative pay range

At this stage you will need to consider the complexity and challenge of the role in the particular context of the school and make a judgment on pay in light of this.

You should note that current discretionary payments, such as allowances for recruitment and retention, permanent additional responsibilities (e.g. the provision of initial teacher training (ITT), and long term provision to other schools, should be captured at this stage.

For headteacher posts it is expected that normally you will conclude that the total unit score fully captures the complexity of the headteacher role and that the relevant broad pay range accommodates appropriate levels of reward. You will wish to consider whether the indicative pay range should start at the minimum of the of the headteacher group or whether you wish it to start at a higher level because of the level of challenge of the post.

There may, however, be circumstances in which there are additional factors that suggest the indicative pay range should be higher than would be provided by the basis calculation in stage 1. The following represent some examples of the additional factors that you may wish to consider, *but these are for guidance only and are not intended to be provide an exhaustive list:*

- **the context and challenge arising from pupil needs** e.g. if there is a high level of deprivation in the community (Free School Meal (FSM) entitlement and/or English as an Additional Language indicators may be relevant) or there is a high number of looked after children or children with special needs or there is a high level of in-year churn/pupil mobility, and this affects the challenge in relation to improving outcomes;
- **a high degree of complexity and challenge** e.g. accountability for multiple schools or managing across several dispersed sites, which goes significantly

beyond that expected of any headteacher of similar sized schools(s) and is not already reflected in the total unit score used at stage 1;

- **additional accountability not reflected in stage 1** e.g. leading a teaching school alliance;
- factors that may impede the schools ability to attract a field of approximately qualified and experienced leadership candidates, e.g. location; specialism; level of support from the wider leadership team.

If you consider that circumstances warrant it, you can set the indicative pay range with a **maximum of up to 25%** above the top of the relevant headteacher group range. Above that limit, external independent advice must be sought and, should the advice suggest additional payment is appropriate; a business case must be made and agreed by the full governing body.

You should ensure that no **double counting** takes place, e.g. of things taken account of in stage 1, such as responsibility for an additional school ready reflected in the total unit score; or from using overlapping indicators, such as FSM and the pupil premium.

You **should not** increase base pay nor pay an additional allowance for regular local collaboration which is part of the role for all headteachers.

For other leadership roles the process is broadly the same. You will wish to consider how the other leadership roles should be set in accordance with the level set for the headteacher and ensure that there is sufficient scope for progression.

At the end of this stage you should decide where in the broad range to position the indicative pay range and set this out clearly when you advertise the job. You should make an **overall judgment** on the position and breadth of range, allowing appropriate scope for performance-related progression over time, clearly linked to school improvement priorities and outcomes. There should be a clear audit trail for all decisions made and the reasoning behind them

Prompt

Does the total unit score provide an appropriate pay range for this job?

Are there any additional factors that need to be taken into account in determining the indicative pay range?

You may consider that it is appropriate to apply more weight to some factors than others e.g. the level of social challenge; managing more than one school; difficulty in making a suitable appointment. For those factors which are not expected to persist, such as temporary responsibility for an additional school, these should be reflected through an allowance rather than consolidated into the indicative pay range.

Is the role so challenging that the pay range should extend above the maximum of the headteacher group of the school?

Have you considered whether there is any relevant benchmarking information available that would support your judgment on whether the pay range is justifiable?

Do you know where you can go for further assistance or support, e.g. HR Advice in exercising your judgments?

Does the pay range provide scope for performance related progression over time?

What is the appropriate differential between the pay ranges for different leadership posts? You will want to be sure that you consider the equality implications of any decisions over differentials.

Is there an audit trail to show the basis on which decisions have to be made?

Stage 3 – Deciding the starting salary and indicative pay range

The first two stages provide the means for determining the appropriate pay range. The third stage is essentially about deciding on the starting salary for the individual who is to be offered the post.

At this stage you will have a preferred candidate for the role and will wish to set the starting salary in light of candidate-specific factors, such as the extent to which the candidate meets the specific requirements of the post.

It will be important for you to ensure that there is scope for performance –related progression over time.

Prompt

Have you considered what you would be willing to offer as the upper limit of a starting salary?

Annex D

See DFE Advice for maintained schools and local authorities – Implementing your school's approach to pay.

