



Whole School Pay Policy

September

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The Whole School Pay Policy

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Introduction

1. Whole School Pay Policy

1.1 The Local Governing Body through the Board of Trustees Scheme of Delegation can determine a pay policy that best meets the particular needs of the school in terms of recruitment, staff development and retention. In adopting the model created by Lambeth Local Authority and agreed with the trade unions, local governing bodies within the Great North Wood Education Trust (The Trust), will demonstrate an open, fair and consistent approach to pay.

2. Purpose

2.1 The Trust is required by law to adopt a pay policy which sets out the basis on which they will determine teachers' pay in their schools. The policy should include an appeal procedure for dealing with grievances arising from the application of this pay policy. The Trust is accountable for the policy but delegates the specifics to the local governing bodies.

2.2 The Policy has been developed by Lambeth Schools Human Resources to help governors and other school leaders understand how teachers are paid under the terms of the School Teachers' Pay and Conditions Document.

2.3 The Governing Body of The Elmgreen School will act in accordance with the Nolan principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty and leadership. With due respect for the confidentiality of the process, decisions will be made in the best interests of the school; governors 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 these principles.

3. Equalities Legislation and Policies

3.1 This Pay Policy will be applied as supplemented by specific provisions outlined in the relevant legislation and contained within various other policies and guidance which the Governing Body are required to comply with:-

- The current School Teachers Pay & Conditions Document and the Guidance on School Teachers' Pay and Conditions issued by the Secretary of State
- The School's Reorganisation, Redeployment and Redundancy Policy
- The Teachers' Pension
- The Education (School Teachers Appraisal) (England) Regulations 2012
- The Teacher Appraisal Policy
- The Teachers Capability procedure
- The Schools Appraisal Policy
- Conditions of Service for School Teachers in England and Wales (The 'Burgundy Book')

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010
- Localism Act 2011
- Transfer of Undertakings (Protection of Employment) Regulations 2006
- The NJC National Agreement (“Green Book”) which applies to support staff
- Data Protection Act 2018 (GDPR)

- 3.2 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.
- 3.3 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 or maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis and will be legally compliant. The Governing Body will monitor the equalities implications of decisions taken in the operation of this policy and will provide an annual Equalities Assessment and forward to Lambeth Schools HR Services to enable a borough-wide Equalities Impact Assessment to be produced, which will be shared with the Trade Unions.
- 3.4 Refer to ‘Governing Body obligations’ (section 14) in relation to monitoring the impact of this policy.

4. London Living Wage

- 4.1 Lambeth Council, the Local Authority, has made a commitment to work with the Living Wage Foundation and Citizens UK to become a fully accredited London Living Wage employer. In order to achieve this the Council needs to agree a policy position, one which sets out its aspirations, in particular in the area of procurement and the contracting and sub-contracting of services, not just for the Council but also for schools within the borough.

The London Living Wage (LLW) is the hourly rate of pay that GLA Economics calculate. It was introduced in 2005 and takes into account the higher cost of living in the capital and the rate of inflation, which is needed to be paid to someone to allow them an acceptable standard of living above the poverty threshold. It is defined by GLA Economics as “a wage that achieves an adequate level of warmth and shelter, a healthy palatable diet, social integration and avoidance of chronic stress for earners and their dependants”.

All hourly rates on the Greater London Provincial Council (GLPC) Pay Scale for support staff on job evaluated grades are above the LLW.

- 4.2 The School supports the Council's commitment to pay staff an hourly rate no lower than the London Living Wage as defined by the Mayor of London
- 4.3 For staff employed by contractors and sub-contractors, whichever body procured the contract (Trust/School) will need to ensure that the measures in 4.2 above are implemented within an agreed period of time. Employees of contractors and sub-contractors are defined as staff who provide a service to or on behalf of the Trust/School and involving 2 or more hours of work in any given day in a week, for 8 or more consecutive weeks in a year.

Principles – All School Staff

5. Principles and Objectives

- 5.1 This model pay policy is not intended to duplicate either the School Teachers' Pay and Conditions Document ("STPCD") or the Green Book; however, there are some sections within the STPCD which are discretionary. This Policy will indicate how Governing Bodies will apply this.
- 5.2 The school recognises the need to manage pay equitably and will ensure through this policy that pay has a positive influence by undertaking to:
- support the school's development including current priorities and ensure a high quality of teaching and learning.
 - demonstrate that all pay decisions are made consistently and fairly, in compliance with anti-discrimination legislation;
 - ensure that appropriate arrangements are made for staff to appeal against any pay decision affecting them personally, and for such appeals to be heard by a panel of governors whose members have not been involved previously in the decision against which an appeal is made;
 - to use the locally agreed pay scales, together with any discretions agreed at a school level available to them, to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay;
 - all staff will be given reasonable access to their employment records;
 - to ensure that all staff have confidence that they are receiving fair and equal treatment;
 - each member of staff is provided with a job description in accordance with the structure agreed by the Governing Body which will be reviewed in light of the changing needs of the school. 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;
 - to inform staff of changes to their pay;

- to ensure that staff are aware of the procedures within which pay decisions are made and that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales.

5.3 All appointed teachers are paid in accordance with the STPCD as updated from time to time. A copy of the latest version may be found from the school or on-line at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740575/School_teachers_pay_and_conditions_document_2018.pdf

6. Staffing Structure

6.1 The school has agreed a staffing structure for all staff working at the school and this is attached at Appendix 5 (The structure ensures that there is appropriate line management of all staff).

6.2 The work to be undertaken by each post holder and the outcomes to be achieved will be set out in a role profile, along with a person specification setting out the criteria for each post. Generic role profiles are available from Schools HR.

7. Appraisal (Teachers)

7.1 The Governing Body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Assessment will be based on performance with evidence from a range of sources (refer to 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 may also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (i.e. application to be paid on Upper Pay Range)

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

8. Annual Determination of Pay (Teachers)

8.1 All teaching staff salaries, including those of the Head, Deputy Head(s) and Assistant Head(s) will be reviewed annually to take effect from 1 September. The Governing Body should complete teachers' annual pay reviews by 31 October and the Head Teacher's annual pay review by 31 December. There may be exceptional circumstances where these dates cannot be complied with and in such circumstances the process will be completed without undue delay.

9. Notification of Pay Determination (Teachers)

9.1 Decisions will be communicated to each member of staff by the Head Teacher/Line manager in writing in accordance with Section 2, paragraph 3.4 (**S2.para 3.4**) of the STPCD and will set out the reasons why decisions have been taken. The current STPCD 2018 indicates this should be no later than one month after the pay determination. Decisions on the pay of the Head will be communicated by the Pay Committee, in writing, in accordance with **S2.para 3.4**. 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. (see section 52 in this document for appeals)

10. Appraisal (Support Staff)

10.1 Standards in schools are raised through the effective development of all staff. Unlike the Performance Management arrangements for teachers and headteachers, which is a statutory requirement, there is no nationally agreed process governing the performance management of school support staff who are supporting teaching staff. However, the School has adopted an Appraisal scheme that reflects good practice and also mirrors the Performance Management arrangements for teachers.

10.2 The scheme is a cyclical process taking place over 12 months and commencing each academic year or following the school planning process. It is open to all non-teaching employees and is separate from the probation process outlined in support staff statements of particulars

11. Grading of Support Staff Posts

11.1 This pay policy does not apply to the grading of the posts of support staff. The school will consult its HR Provider about the grading of all support staff posts in accordance with the requirements of the School Standards and Framework Act 1998. The school recognises for collective bargaining purposes the support staff trade unions which are represented on the trade union side of the National Joint Council for Local Government Services (NJC). Support staff are employed under the terms of the NJC National Agreement ("the Green Book") and associated London and Lambeth agreements.

11.2 The school will be mindful of their obligations under equal pay legislation when making recommendations about support staff pay and grading. In putting together the role profile for a post, the school will refer to the Council's job evaluated role profiles and associated guidance. Where the school wishes to employ support staff to take on a new kind of role that does not have a direct comparator within the Council, it will consult the Council at the point of determining the role profile to carry out a job evaluation. Grades will be set in accordance with job evaluations in order to comply with the school's equal pay obligations.

¹ References to the relevant Sections and Paragraphs in the STPCD 2018 are abbreviated from this point as shown.

11.3 The school will cooperate with the C job evaluation appeal procedure as this is a requirement of the nationally agreed conditions of service for support staff

12. Notification of Pay Determination (Support Staff)

12.1 There is no statutory requirement for a written annual pay determination for support staff. Employees on former APT&C scales shall be entitled to progress to the top of their pay scale in accordance with existing arrangements for incremental progression. (See Support Staff Section of this document)

13. Procedures

13.1 The Governing Body will determine the annual pay budget on the recommendations of the Resources, Leadership and Management Committee.

13.2 The Governing Body has delegated its pay powers to the Staff Pay Committee. The Pay Committee will comprise at least three governors.

13.3 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 Teacher 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.

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

13.5 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 in appendix

- to achieve the aims of the whole school pay policy in a fair and equal manner;
- to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full Governing Body;
- to recommend to the Governing Body the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
- to keep abreast of relevant developments and to advise the Governing Body when the school's pay policy needs to be revised;
- to work with the Head in ensuring that the Governing Body complies with the Appraisal Regulations 2012 (teachers).

13.6 The report of the Pay Committee will be placed in the confidential section of the Governing Body's agenda and will either be received or referred back. Reference back may occur only if the Pay Committee has exceeded its powers under the policy.

14. Governing Body Obligations

14.1.1 The Governing Body acting within the powers delegated to it in the Scheme of Delegation agreed by the Trustees of The Great North Wood Education Trust will fulfil its obligations to:

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

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

14.3 Schools in financial difficulty in awarding performance related pay should alert the appropriate person at the LA.

14.4 The Governing Body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates, ensuring the school's continued compliance with equalities legislation. The findings will be shared and discussed with Lambeth Schools HR and the trade unions.

14.5 **The Governing Body** is responsible for formal approval of the pay policy.

15. Head Teacher Obligations

15.1 The Head Teacher will:

- develop clear arrangements for linking teacher appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- ensure that the school's Senior Leadership Team (SLT) as appropriate are briefed on the application of the Governing Body's approach to linking performance appraisal to pay progression and ensure consistency of approach in the application of this policy.
- submit any updated appraisal and pay policies to the Governing Body for approval;

- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- submit pay recommendations to the Governing Body and ensure the Governing Body has sufficient information upon which to make pay decisions;
- ensure that teachers are informed about decisions reached; and that records are kept of recommendations and decisions made;
- keep records of all staffs objectives and review them throughout the appraisal process;
- ensure annual appraisals are carried for all staff in accordance with the Schools Appraisal Policy.

16. Teacher's Obligations

16.1 A teacher will:

- engage with appraisal; this includes working with your appraiser to ensure that there is a secure evidence base in order for an annual pay determination to be made;
- keep records of your objectives and review them throughout the appraisal process;
- share any evidence you consider relevant with your appraiser;
- ensure that you actively participate in your annual appraisal to review your performance. (Change agreed from 'ensure they have').

17. Support Staff Obligations

17.1 Support staff will:

- engage with the appraisal process; this includes working with their appraiser to ensure that there is a secure evidence base in order to support end of year rating;
- keep records of their objectives and review them throughout the appraisal process;
- have any evidence they consider relevant with their appraiser;
- ensure they have an annual review of their performance;
- engage in regular supervision;
- engage in continuous development opportunities;
- share knowledge/skills with their peers.

18. LA Support Obligations

18.1 The Local Authority will through the Schools HR Service Level Agreement

- provide expert advice and guidance on all model policies;
- support schools where there are significant difficulties;
- support the determination of pay awards where required;
- ensure there is consistency and fairness regarding the determination of pay within Community Schools;
- support schools where equal pay issues arise;

- support pay appeals where required.

19. Differentials

- 19.1 Appropriate differentials will be created and maintained between teaching posts within the school, recognising accountability, job role and its complexity, and the Governing Body's need to recruit, retain and motivate sufficient employees of the required quality at all levels. However, it would be in exceptional circumstances only that a deputy/assistant head's pay range would overlap with the Head's.
- 19.2 Support staffs jobs are subject to the GLPC job evaluation scheme where adopted.

20. Discretionary Pay Awards

- 20.1 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.

21. Safeguarding

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

22. Leadership Group

- 22.1 Executive Head Teachers, Head Teachers, Deputy Head Teachers, Heads of School (locally named) and Assistant Head Teachers employed at the school shall be paid on the salary ranges determined in accordance with the provisions of the STPCD.
- 22.2 Where consideration is given to the Head Teacher being appointed to as a Head Teacher of more than one school, either on a temporary or permanent basis then the provisions of the STPCD will apply.
- 22.3 A School Improvement Adviser (SIA) will support the reviewer governors in carrying out the annual performance review of the Executive Head Teacher/Head Teacher. The performance review and review statement will be conducted in accordance with the School's Performance Management policy.
- 22.4 Annual pay progression for teachers is not automatic but will depend on sustained high quality performance, with particular regard to leadership, management and pupil progress and is subject to a review of performance against performance objectives before any performance points will be awarded. Appendix 6 Template form for determination of Head Teachers Pay Range.

Teaching staff

23. Pay Increases Arising from Changes to the School Teachers Pay and Conditions Document

23.1 All teachers are paid in accordance with the statutory provisions of the STPCD as updated from time to time.

The STRB recommendations have been accepted in part by the Government.

These recommendations are as follows:-

- 3.5% uplift to all on main pay range
- 2% uplift on upper pay spine and TLRs and SEN allowances
- 1.5% on Leadership Scale

23.2 Subject to any recommendation by the School Teachers Review Body on pay uplifts and the provisions of the STPCD 2018, teaching staff should note that future pay uplifts may be subject to performance.

Leadership

24. Head teacher pay Pay on appointment

24.1 The pay committee will review the school's head teacher group and the head's pay range in accordance with **S2.paras 4, 5, 6, and 8** (ordinary school), or **S2.paras 4, 5, 7 and 8** (special schools).

24.2 If the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set a pay range in accordance with the provisions of **S2.paras 6.6 or 7.9**, as the case may be.

24.3 For appointments on or after 1 September 2018, the pay committee will determine a pay range, taking account of the full role of the head teacher (**S2.paras 6 and 7**), all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (**S2.para 9.2**), including recruitment issues. The pay committee will take into account the factors set out in Appendix 6 when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.

24.4 The pay committee will consider using its discretion, in exceptional circumstances only, to exceed the 25 per cent limit beyond the maximum of the group range when setting the pay range for the head teacher, as set out in **S2.para 9.3**. However, before doing so, it will make a fully-documented business case and seek external independent advice.

24.5 The pay committee will use reference points within the pay range.

- 24.6 At the appointment stage, candidate specific factors will be taken into account when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure appropriate scope of 7 reference points, for performance related pay progression.
- 24.7 The pay committee will have regard to the provisions of **S2.para 9.4** in particular, 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. With effect from September 2017, the pay range for a deputy or assistant headteacher should only overlap the headteacher's pay range in exceptional circumstances, e.g. where there has been historic determinations to a deputy or assistant headteacher's pay range made under a previous STPCD.
- 24.8 The pay committee will consider the use of temporary payments for clearly time-limited responsibilities or duties only, in accordance with **S2.para 10**.
- 24.9 The total sum of the temporary payments made to a head will not exceed 25 per cent of the annual salary which is otherwise payable to the head; and the total sum of salary and other payments made to a head must not exceed 25 per cent above the maximum of the head teacher group, except in wholly exceptional circumstances.
- 24.10 The pay committee may determine that temporary and other payments be made to a head which exceeds the limit above in wholly exceptional circumstances and with the agreement of the governing body. The governing body will seek external independent advice before providing agreement.

Serving head teachers

- 24.11 The pay committee will only re-determine the pay range of a serving head teacher, in accordance with **S2.paras 4.1, 4.2 & 9** of the Document, if the responsibilities of the post change significantly, or if the pay committee determines that this is required to maintain consistency with pay arrangements for new appointments to the leadership team made on or after 1 September 2017, or with pay arrangements for a member(s) of the leadership group whose responsibilities significantly change on or after 1 September 2017.
- 24.12 It will also re-determine the pay range if the group size of the school increases, or if the head takes on permanent accountability for an additional school(s) (**S3.para 8**, with reference to **S2.paras 4-11**).
- 24.13 If the pay committee re-determines the head teacher's pay range, it will take account of all indefinite responsibilities of the post, any specific challenges and all other relevant factors, including retention issues. The pay committee will take into account the factors set out in when determining an appropriate pay

range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.

- 24.14 The pay committee will consider using its discretion, in exceptional circumstances, to exceed the 25 per cent limit beyond the maximum of the group range, as set out in **S2.para 9.3**. However, before agreeing to do so, it will make a fully-documented business case and will seek external independent advice.
- 24.15 The pay committee will use reference points within the pay range and will leave at least 3 reference points for performance-related pay progression.
- 24.16 The pay committee will review the head teacher's pay in accordance with **S2.para 11** of the Document (and **S3.para 27**) and award up to two reference points where there has been sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the appraisal regulations 2012 and any recommendation on pay progression in the head teacher's most recent appraisal report.
- 24.17 If the pay committee decides to re-determine the pay range, it will only determine the head's pay range in accordance with **S2.para 9**; and **S3.para 8**.
- 24.18 The pay committee will consider the use of temporary payments for clearly temporary responsibilities or duties only, in accordance with **S2.para 10**.
- 24.19 The total sum of temporary payments made to a head must not exceed 25 per cent of the annual salary which is otherwise payable to the head; and the total sum of salary and other payments made to a head must not exceed 25 per cent above the maximum of the head teacher group, except in wholly exceptional circumstances.
- 24.20 The pay committee may determine that additional/temporary payments be made to a head which exceeds the limit above in wholly exceptional circumstances and with the agreement of the governing body. The governing body will seek external independent advice before providing agreement.

Executive Headteachers

- 24.21 The Headteacher group for permanent Executive Headteachers is determined by calculating the total unit score for all the pupils across all schools in accordance with **S2.paras 6.6, 7.9, 8 and 9**; and **S3.paras 8, 9 and 11**.

25. Head of School / Deputy / Assistant head teacher pay Pay on appointment

- 25.1 For appointments on or after 1 September 2018, the pay committee will determine a pay range, taking account of the full role of the deputy/assistant head teacher (**S3.para 8**), all permanent responsibilities of the role, any

challenges that are specific to the role and all other relevant considerations (**S2.para 9.4**), including recruitment issues (**S2.para 27.3**). The pay committee will take into account the factors set out in Appendix 6 when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.

- 25.2 The pay committee will use reference points within the pay range.
- 25.3 At the appointment stage, candidate specific factors will be taken into account when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure appropriate scope of 5 reference points, for performance related pay progression.
- 25.4 The pay committee will consider whether the award of any additional payments are relevant, as set out in **S2.para 26** of the Document and **S3.paras 60 to 69**.
- 25.5 The pay committee will exercise its discretion under **S2.para 27** of the Document to award payments for reimbursement of reasonably incurred housing or relocation costs.

Serving deputy/assistant head teachers

- 25.6 The pay committee will review and, if necessary, re-determine the deputy/assistant head pay range where there has been a significant change in the responsibilities of the serving deputy/assistant head teacher (**S3.para 10**), or to maintain consistency with pay arrangements for new appointments to the leadership group made on or after 1 September 2018, or to maintain pay arrangements for a member(s) of the leadership group whose responsibilities significantly change on or after 1 September 2018.
- 25.7 When determining the pay range of a serving deputy/assistant head, the pay committee will take account of all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (**S2.para 9.4**), including recruitment and retention issues (**S2.para 27**). The pay committee will take into account the factors set out in Appendix 6 when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.
- 25.8 The pay committee will consider whether the award of any additional payments is relevant, as set out in **S2.para 26** of the Document and **S3.paras 60 to 69**.

- 25.9 Where there are recruitment issues, the pay committee will exercise its discretion under **S2.para 27** of the Document to award payments for reimbursement of reasonably incurred housing or relocation costs.
- 25.10 The pay committee will use reference points within the pay range and will leave at least 2 reference points for performance-related pay progression;
- 25.11 The pay committee will review pay in accordance with **S2.para 11** and award up to two reference points where there has been sustained high quality of performance having regard to the results of the recent appraisal, and to any recommendation on pay progression recorded in the deputy/assistant head's most recent appraisal report.

Associate Assistant Headteachers

- 25.11.1 To enable staff development and succession planning staff will be invited to apply for the position of Associate Assistant Head and become part of an extended Senior Leadership Team.
- 25.11.2 Appointments will be for a fixed term period and will be paid on the Leadership Scale with Leadership terms and conditions of employment
- 25.11.3 On appointment the existing salary will be assimilated to the nearest point on the Leadership Scale. Where the nearest point is below the current salary they will be paid on the next point above so there is no detriment.
- 25.11.4 The agreed pay range for Associate Assistant Heads is L12-L16
- 25.11.5 Further progression on the range will be by performance (see section 27)

26. Acting allowances

- 26.1 Acting allowances are payable to teachers who are assigned and carry out the duties of head, deputy head or assistant head in accordance with **S2.para 23** of the Document. 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. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence. Any teacher who carries out the duties of head, deputy head, or assistant head, for a period of four weeks or more, will be paid on the head's, deputy head range or assistant head range, as the case may be and as determined by the pay committee. Payment will be backdated to the commencement of the duties.

27. Pay Progression Based on Performance

- 27.1 This is applicable to all Teaching Staff including those on Leadership Scales.

- 27.2 The school recognises that the performance of a teacher is the most important factor in deciding on salary levels, but that high level performance is achieved through high quality and successful experience, and focused professional development. Therefore this policy recognises the links between experience and performance, and seeks consistently to incentivise the very best teachers, at the same time as ensuring they develop strong and well-embedded skills whilst building their craft.
- 27.3 In this school all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the School's Appraisal Policy.
- 27.4 Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure. There will be meetings throughout the appraisal process so that all teachers are aware of their progress towards meeting the criteria for pay progression. In the event that a teacher is unlikely to meet the criteria for pay progression they can expect to be alerted to this and given support to improve their performance as outlined in the Appraisal Policy.
- 27.5 NQTs receive regular feedback during their induction year, and the termly assessments will be used to inform the decision about whether they will receive an increment at the end of their first year of teaching. Following completion of a successful NQT Induction, the NQT will be eligible to receive annual pay progression.
- 27.6 To be fair and transparent, assessments of performance will be properly rooted in evidence. In this school we will ensure fairness by quality assurance and moderation by the Governing Body.
- 27.7 Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the appraisal report and taking into account advice from the senior leadership team. The Governing Body will consider its approach in the light of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels.

Lead Practitioners

28. Leading Practitioner Posts

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

Pay on appointment

- 28.5 The Pay Committee will determine a pay range of £46,571 from minimum to £68,852 maximum for each leading practitioner post in accordance with **S2.para 16** and **S3.para 33 - 37** of the STPCD. The Pay Committee have determined a range of L1-L8 (£46,571 - £55,332)

Pay determinations effective from 1 September 2018

- 28.6 The Head Teacher will agree appraisal objectives for the leading practitioner.
- 28.7 The Pay Committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay, in accordance with **S2.para 19** of the STPCD.
- 28.8 The Pay Committee will take account of other evidence. The evidence should show the leading practitioner:
- has made good progress towards their objectives;

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

- 28.9 "Highly competent", "substantial" are defined in the section entitled, "Applications to be paid on the Lambeth Upper Pay Range".
- 28.10 The Pay Committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The Pay Committee will be able to objectively justify its decision.
- 28.11 Where it is clear from the evidence that the teacher's performance is exceptional, the Pay Committee will award enhanced pay progression of 1 additional point.
- 28.12 Further information, including sources of evidence is contained within the School's Appraisal Policy.
- 28.13 The Pay Committee will be advised by the Head Teacher in making all such decisions.

Classroom Teachers

29. Classroom Teachers Pay

Pay on appointment – mains, upper and unqualified pay scales

- 29.1 Although governing bodies are no longer required to match a teacher's existing salary on either the main, upper or the unqualified pay scales, governors will seek to match the existing salary of teachers applying for posts in the school. In exceptional circumstances the governing body reserves the right to consider offering an equivalent or higher alternative salary level by using its discretion to offer a recruitment and incentive benefit to secure the candidate of its choice. Before making such a decision, the Governing Body will have taken due regard to:

- the nature/requirements of the post;
- the level of qualifications, skills, experience and specialist knowledge;
- the Equality Act 2010;
- market conditions;
- recognising other teaching or non-teaching experience;
- the wider school context.

30. Classroom Teachers pay – Main Pay Range

Pay determinations effective from 1 September 2018

30.1 The Pay Committee will use the Lambeth recommended reference points as shown below and in Appendix 1.

	£
Minimum	29,664
Reference point 2	31,211
Reference point 3	32,837
Reference point 4	34,548
Reference point 5	37,206
Maximum	40,372

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

30.3 Where the teacher is not subject to the Appraisal Regulations 2012, the Pay Committee will award one additional point where the teacher's performance in the previous 12 months was successful according to the appraisal process' having regards to all aspects of his/her professional duties and the Teachers' Standards. A teacher successfully completing their induction year will move up one spine point from 1 September following completion of induction.

30.4 Appraisal objectives will be commensurate with the level of a teacher's experience.

30.5 To move up the Lambeth recommended pay range/reference points, one annual point at a time, teachers will need to have made good progress towards their objectives and have shown that they are competent in all elements of the Teachers' Standards including good teaching. Judgments will be properly rooted in evidence. As a teacher moves up the reference points, this evidence should show:

- an increasing positive impact on pupil progress;
- an increasing impact on wider outcomes for pupils;
- improvements in specific elements of practice identified to the teacher, e.g. behaviour management or lesson planning;
- an increasing contribution to the work of the school;
- an increasing impact on the effectiveness of staff and colleagues.

30.6 Further information, including sources of evidence is contained in the School's Appraisal Policy.

- 30.7 The Pay Committee will be advised by the Head Teacher in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Pay Committee will be able to justify its decisions.
- 30.8 The evidence used will be that available through the performance management/appraisal process with evidence from a range of sources (see the School's Appraisal Policy).
- 30.9 For all these teaching staff (on the Lambeth recommended pay scales/reference points and Lambeth upper scales) reviews will be deemed to be successful unless significant concerns about standards of performance have been raised with the teacher during the annual performance management/appraisal cycle. When they are raised, the teacher concerned will be informed that the non-award of progression is a possibility if the concerns are not sufficiently addressed.

**31. Classroom Teachers pay - Upper Pay Range
Pay determinations effective from 1 September 2018**

- 31.1 The Pay Committee will use the Lambeth recommended reference points as shown below and in Appendix 1.

	£
Minimum 1	44,489
Reference Point 2	46,676
Maximum 3	48,244

- 31.2 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:

- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives as monitored through the appraisal process;
- evidence that the teacher has maintained the criteria set out in **S2.para 15.2**, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to an educational setting or settings 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".

- 31.3 Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

- 31.4 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 made good progress towards their objectives, the teacher will move up the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.
- 31.5 Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the Pay Committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR.
- 31.6 Further information, including sources of evidence is contained within the School's Appraisal Policy.
- 31.7 The Pay Committee will be advised by the Head Teacher in making all such decisions.

32. Applications to be paid on the Upper Pay Range (UPR)

- 32.1 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).
- 32.2 All applications should include the results of appraisals under the Appraisal Regulations 2012, including any recommendation on pay. Where such information is not applicable or available, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.
- 32.3 In order for the assessment to be robust and transparent, it will be an evidence-based process only. Teachers should ensure that they have their last two appraisal reviews as evidence to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application, from this school and other schools, in support of their application.

33. Process

- 33.1 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. Headteachers should speak to employees who have returned from maternity/sickness and provide them with a new closing date, which would normally be 30 working days from date of return.
- 33.2 The process for applications is:

- The application form can be found at Appendix 8.
- Complete the application form;
- Submit the application form and supporting evidence to the Head Teacher by the cut-off date of 31 Oct;
- The teacher will receive confirmation of receipt of their application within 5 working days and advised who will complete the assessment;
- The assessor will assess the application, which will include a recommendation to the Pay Committee of the relevant body;
- The application, evidence and recommendation will be passed to the Head Teacher for moderation purposes, if the Head Teacher is not the assessor;
- The Pay Committee will make the final decision, advised by the Head Teacher;
- Teachers will receive written notification of the outcome of their application by 31 December. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below).
- If requested, oral feedback 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.
- Successful applicants will move to the minimum of the LUPR from the start of that academic year.
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

34. Assessment

34.1 The teacher will be required to meet the criteria set out in **S2,para 15.2** of the STPCD, namely that:

- the teacher is highly competent in all elements of the relevant standards; and;
- the teacher's achievements and contribution to an educational setting or settings are substantial and sustained.

In this school, this means:

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

34.3 "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.

- 34.4 “sustained”: the teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this period (see exceptions in the introduction to this section). They will have been expected to have shown that their teaching expertise has grown over the relevant period and there is a consistent balance of good and outstanding practice.
- 34.5 Further information, including information on sources of evidence is contained within the school’s appraisal policy.

Allowances for classroom teachers

35. Teaching and Learning Responsibility Payments (TLR1 & 2)

The Pay Committee will use the Lambeth recommended reference points as shown below and in Appendix 1.

		£			£
TLR1	a	7,853	TLR2	a	2,720
	b	9,663		b	4,729
	c	11,474		c	6,645
	d	13,288			

- 35.1 The Pay Committee may award a TLR to a classroom teacher in accordance with **S2.para 20 – 20.5** of the STPCD and **S3.paras 47 – 54**. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out at **S2.para 20.4**.
- 35.2 TLRs will be awarded to classroom teachers undertaking a sustained responsibility in accordance with the conditions laid down in the STPCD. Such TLRs will be assigned to specific posts within the school’s staffing structure.
- 35.3 In awarding a TLR 2 payment, the school is satisfied that the teacher’s duties include a significant responsibility for which s/he is accountable, not required of all classroom teachers, and that-
- a) is focused on teaching and learning;
 - b) requires the exercise of a teacher’s professional skills and judgment;

- c) requires the teacher to lead, manage and develop a subject or curriculum area or to lead and manage pupil development across the curriculum;
 - d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
 - e) involves leading, developing and enhancing the teaching practice of other staff.
- 35.4 In awarding a TLR 1 payment, the school is satisfied that in addition to the criteria detailed above the teacher will also carry line management responsibility for a significant number of people.

36. Teaching and Learning Responsibility Payments (TLR3)

- 36.1 The Pay Committee may award a TLR3 of £2,080 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in **S2.para 20.3**. 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.
- 36.2 All TLR3s will be advertised internally, and all qualified teachers employed in the school will have an opportunity to apply for them. The schools will share and discuss with the trade unions the creation of TLR3 posts.
- 36.3 Teachers should not be expected to undertake permanent additional responsibilities without the payment of a TLR 1 or 2.
- 36.4 The values of TLRs have been set by the Governing Body and are shown in the school's staffing structure Appendix 5 and their values in the attached pay scales at Appendix 1. The school will review the cash value of the TLRs annually in the light of pay awards made under the STPCD.

37. Special Needs Allowance

- 37.1 The Pay Committee will award an SEN spot value allowance on a range of between £2,148 and £4,241 to any classroom teacher who meets the criteria as set out in **S2.para 21** of the STPCD.
- 37.2 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 (**S2.para 21.2** of the STPCD). The Governing Body will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The Governing Body will take account of **S3.paras 55-59**.

38. Special Educational Needs Allowances

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

Unqualified Teachers

39. Unqualified Teachers Pay on appointment

- 39.1 The Pay Committee will pay any unqualified teacher in accordance with **S2,para 17.1** of the STPCD. The Pay Committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value.
- 39.2 The School will only employ unqualified teachers where they are:
- giving instruction in any art, skill, subject or group of subjects (including any form of vocational training) and have special qualifications and/or experience and where no suitable qualified teacher, graduate teacher, registered teacher or teacher on an employment-based teacher training scheme is available;
 - overseas trained teachers;
 - persons granted a licence under the provisions of Part II of Schedule 2 to the Education (Teachers) Regulations 1993;
 - student teachers, teacher trainees who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS; or
 - assistant teachers at a nursery school or teachers of a nursery class, who were employed as teachers under the Education (Teachers) Regulations 1982 before 1 September 1989.
 - teachers in Early Years who hold Early Years Teacher Status
- 39.3 Those beginning work as unqualified teachers will be placed on the minimum of the new pay range, unless the Governing Body determines that they have other relevant experience, in which case the salary will be reviewed in light of that experience.
- 39.4 The Pay Committee will consider whether it wishes to pay an additional allowance when they consider the basic salary is not adequate, having regard to their responsibilities, qualifications and experience in accordance with

S2.paras 22 of the STPCD. It may be determined that an additional allowance is payable where it is considered that the unqualified teacher has:

- sustained additional responsibility that is focused on teaching and learning and requires the exercise of a teachers professional skills and judgement ; or
- qualifications or experience which bring added value to the role s/he is undertaking.

39.5 Unqualified teachers will not hold TLRs or SEN allowances.

Pay determinations effective from 1 September 2018

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

39.7 If the evidence shows that a teacher has exceptional performance, the Governing Body will award enhanced pay progression of 1 additional point.

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

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

39.9 Information on sources of evidence is contained within the School's Appraisal Policy. The Pay Committee will be advised by the Head Teacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

40. An unqualified teacher who becomes qualified

40.1 Upon obtaining qualified teacher status an unqualified teacher will be transferred to a salary within the Main Pay Range for Teachers.

40.2 Where the teacher continues to be employed by the same school within which they were employed before they obtained qualified teacher status the teacher will be paid a salary which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum), as the Governing Body considers to be appropriate.

40.3 A teacher who obtains qualified teacher status retrospectively under the regulations will be paid a lump sum by the relevant body responsible for the

payment of remuneration at the time when qualified teacher status was effectively obtained.

- 40.4 The aforementioned lump sum will be the difference (if any) between the remuneration the teacher was actually paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a qualified teacher, from the date qualified teacher status was effectively obtained to the date when the lump sum is paid.

All Teachers

41. Part-Time Teachers

41.1 Teachers employed on an on-going 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.

41.2 Teachers: The Governing Body will apply the provisions of the STPCD in relation to part-time teachers' pay and working time, in accordance with **S2.paras 41, 42 and 51.5**, and **S3.paras 39-44 & 79- 86** of the STPCD.

41.3 All staff: The Head and Governing Body will seek to ensure that all part-time employees are treated no less favourably than a full-time comparator.

42. Short Notice/Supply Teachers

42.1 Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata in accordance with **S2.para 42** of the STPCD. Temporary and fixed term contracts will only be used where the school can justify a genuine requirement e.g. maternity, long term sickness cover or externally funded roles of limited duration.

42.2 When a relevant body is required to determine the salary of a part-time teacher in accordance with the pro rata principle it must do so not only in relation to those hours that a part-time teacher normally works under the contract of employment but also in relation to any additional hours the teacher may agree to work from time to time at the request of the headteacher or, in a case where the part-time teacher is a headteacher, the relevant body.

43. Residential Duties

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

44. Additional Payment

44.1 In accordance with **S2.para 26** and **S3.para 60-68** of the STPCD, the relevant body may make payments as they see fit to a teacher, including a Head Teacher in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;

- 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;
- 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.

44.2 The Pay Committee will make additional payments to teachers in accordance with the provisions of **S2.para 26** of the STPCD where advised by the Head Teacher.

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

45. Recruitment and Retention Incentive Benefits
Non-leadership

45.1 The payment of recruitment and retention incentives and benefits may be considered in respect of individual non-leadership posts for which specific recruitment/retention difficulties have been identified. Any use of such payments will be applied on a non-discriminatory basis and on the basis of clearly defined criteria determined by the Governing Body from time to time. Please refer to current criteria in Appendix 4 to this policy.

45.2 The Pay Committee will consider exercising its powers under **S2.para 27** of the STPCD where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

45.3 Where it is determined to pay such an incentive/benefit, the amount will be determined to meet the circumstances of the case. The level of payment and any required qualifying period of service will be set out in writing to the teacher concerned.

45.4 Where the Governing Body makes one or more such payments, or provides such financial assistance, support or benefits in one or more cases, the Governing Body will conduct a regular formal review of all such awards. The expected duration of any such incentives and benefits will be made clear at the outset, including the review date after which they may be withdrawn. The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (**S2.para 27 and S3.paras 70-72** of the STPCD).

Leadership

45.5 No new awards of recruitment and retention incentive benefits will be made to a head teacher, deputy head teacher, or assistant head teacher [effective from 1

September 2014], other than as reimbursement of reasonably incurred housing or relocation costs. However, where the governing body is already paying such an incentive or benefit, determined under a previous Document, subject to review, it may continue with it, at its existing value, until such time as the leadership group member moves to the new leadership group pay arrangements, as set out in the Document 2014. (See also para 25.1 of this document)

- 45.6 The Governing Body will, nevertheless, conduct an annual formal review of all such awards.

Support Staff

46. Support Staff Pay

46.1 The Pay Committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The Pay Committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA, which the Pay Committee consider appropriate for the post. In reaching its determination, the Pay Committee will consider the advice of the LA, but will not consider itself bound by that advice. The appeals process is set out in the Appendix 2 to this policy. Please refer also to paragraph 11 of this document.

46.2 The School's current policy is to apply the nationally negotiated NJC pay award for Greater London Provincial Council (GLPC) graded employees which takes effect from 1st April each year. It also uses the Chief Officer Scales where appropriate.

The following increases to pay scales will be effective from 1 April 2018 to 31 March 2020:

- 2% pay award on all points, with additional percentage% awarded to Scale points 6 to 16 to ensure basic salary rate is above national minimum wage. Points 2-5 have been abolished.
- A further 2% will be awarded on 1 April 2019
- 2% on the Chief Officers Scale.

Pay on appointment

46.3 The starting point within the Grade' salary range for all newly appointed employees will be at the minimum point of the scale at which the job is graded. Exceptions may be made:

- a) where the candidate is currently in receipt of a higher salary, (excluding bonuses or benefits) in their current paid employment and would therefore be disadvantaged if placed on the minimum. In such circumstances the Council/School will consider matching their current salary providing it does not exceed the grade of the post.

- b) for applicants who are currently unemployed; the Council/School will consider matching their last paid employment.

Pay progression

46.4 Employees who are appointed (or re-graded) between 1 April and 30 September will, subject to satisfactory performance receive their first increment on 1 April of the following year. Employees appointed between 1 October and 31 March will receive their first increment six months after the appointment (or re-grading). Progression will then be annually on 1 April till the top of the scale is reached. If you are appointed to the maximum of the scale, you will not receive further increments

47. Probation

47.1 All new employees are required to complete a six-month probationary period (even if the employee is joining the school from another local authority). During this period, three formal reviews will be undertaken at two, four and six month intervals. Existing employees moving to other jobs within the School / Council will be subject to a review period in line with the probationary procedure.

Additional Payments –Support Staff

48. Overtime / Additional hours

48.1 Additional hours and overtime will be paid in accordance with your National Scheme of Conditions of Service ('Green Book') only where appropriate and agreed with management, Overtime is defined as hours worked in excess of 35 hours per week. Additional hours are those in addition to the employee's contracted hours and 35 hours per week. See Appendix 2 for overtime rates payable.

Employees, in receipt of basic pay at or below spine point 28, who are required to work beyond the full-time equivalent hours for the week in question or on Saturday or Sunday or on public holidays are entitled to compensation as set out below.

(a) Additional Hours

Employees who are required to work additional hours beyond their working week are entitled to receive enhancements on the following basis:

Monday to Saturday	Time and a half
Sundays and Public and Extra Statutory holidays	Double time (min 2 hours)

(Part-time employees are entitled to these enhancements only at times and in circumstances in which full-time employees in the establishment would qualify. Otherwise a full working week for full-time employees shall be worked by a part-time employee before these enhancements apply).

(b) Saturday and Sunday Working

Employees who are required to work on Saturday and/or Sunday as part of their normal working week are entitled to an enhancement.

Saturday	Time and a half
Sunday	Time and a half - basic pay above point 11
	Double time - basic pay at or below point 11

49. Acting Allowances and Honoraria Definitions

- 49.1 An Acting allowance is payable to an employee who is covering a higher grade post for 100% of the duties, for a temporary period. (Paid as a monthly allowance).
- 49.2 An Honorarium is payable as recognition for covering less than 100% of the duties of another post which are outside of the scope of the employee's current job description, or for a specific piece of project work. (Paid as a monthly allowance or a single retrospective lump sum).

Payments

- 49.3 Acting Up allowances and Honoraria payments will only be made in the following circumstances:
- a) covering a vacancy where recruitment to fill the post permanently is underway
 - b) covering a vacancy pending the completion of a restructuring exercise
 - c) cover for maternity leave
 - d) cover for long term sickness absence
 - e) taking on additional responsibility for a particular time limited project.
- 49.4 Payment will not start until the post being covered has been vacant for a minimum of 1 month. Payment will initially be for a maximum period of 3 months and must be reviewed.
- 49.5 An honorarium payment is a fixed rate of pay, with reference to the employee's current rate of pay and the scope of additional duties undertaken.
- 49.6 An employee undertaking the full duties of a post (acting allowance) is entitled to receive a salary in accordance with the grade of the post temporarily occupied.

50 Calculation of a day's pay for pay in lieu of annual leave, strike and unpaid leave

Full time Hourly Rate x number of contractual hours worked in a day

E.g.: $£19947 \div 365 \times 7/35 = \text{Full time Hourly rate} = £10.9299$

Using 5 hours a day = $5 \times £10.9299 = £54.65$

Other Pay arrangements – All School Staff

51. Out-Of-School Learning Activities ('OOSLA')

- 51.1 The school acknowledge that some teachers and support staff supervise out of school activities i.e. sports club, drama and music productions, revision classes and other events purely on a voluntary basis. The school is extremely grateful to teachers and support staff who support pupils in this way. The school acknowledges that these activities are entirely voluntary and that teacher and support staff s should not feel under any obligation (moral or contractual) to provide these services. The school also acknowledge that many other teachers support pupils in other ways.
- 51.2 There may be times where the governors feel that it is in the best interest of the school to provide certain out of school learning activities on a more formal basis. In these cases the school may offer a payment to a teacher who undertakes such activities. No teacher will be compelled to offer such an activity but, where they do, the governors will expect a more formal commitment from the teacher and that the Head Teacher may direct the place, timing, frequency of the activity as well as which pupils take part and the content. In these circumstances the school will offer a payment to the teacher equating to the annual outer London salary at the top of the main scale divided by 975. This amount includes an element for preparation/marking etc.
- 51.3 Support staff and One-to-One Tutors will be paid in accordance with the national framework for pay. Rates paid for this work should be known and clear from the outset of taking on the duties. Schools may choose to pay additional hours at the grade for which the employee is already contracted, or at an evaluated grade under a separate contract. See support staff pay rates at Appendix 2

52. Salary Sacrifice Arrangements

- 52.1 Where the employer operates a salary sacrifice arrangement, such as childcare vouchers or cycle scheme a teacher may participate in any arrangement and the gross salary shall be reduced accordingly, in accordance with the provisions of **S2.para 28** of the STPCD, similarly, for support staff, HMRC approved salary sacrifice arrangements such as the ones noted gross salary shall be reduced accordingly, but the unreduced gross pay will remain pensionable under the 2014 Scheme.

Pay Review and Appeals – Teachers

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

53. Pay Determinations and Informal Review

- 53.1 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.

- 53.2 As part of the overall appraisal process, a pay determination is made by the Reviewer (normally the line manager). Written details of and the reasons for the pay determination should be given to the teacher before the determination is passed to the school's Pay Committee or relevant determination making body (this may be the Headteacher). The teacher should also be informed of their right to have a review of the determination.
- 53.3 At this particular stage of the pay determination process, if the teacher wishes to better understand the rationale for the pay determination or if the teacher is not satisfied with the pay determination, they should write to the Reviewer within 5 working days of receiving the determination. The request for an informal review of the determination should set out the reasons for the request. The Reviewer will arrange a meeting with the teacher.
- 53.4 The teacher may bring any further evidence to the attention of the Reviewer at this meeting. At the conclusion of any further discussion, the pay determination may be adjusted or it may remain the same; a note of the discussion and decision will be retained. Written details of and the reasons for the final pay determination will be given to the teacher.
- 53.4.1 There is no right for the employee to be accompanied at this stage of the procedure.
- 53.5 If a teacher believes that the final pay determination falls short of their expectations and they wish to seek a Formal Review of the information that affects their pay, they should send a request to the Headteacher, outlining their reasons.
- 54. Formal Review meeting**
- 54.1 A Formal Review against a pay determination must be lodged with the Headteacher within 5 working days of the date when the teacher receives written confirmation from the Reviewer of the final pay determination or of the date when the teacher receives the outcome of the pay review. It must clearly state the grounds for the appeal.
- 54.2 A Formal Review will be arranged and the panel will normally consist of the Headteacher and another senior leader in school (who is not the Reviewer). Where this is not possible, it may be necessary for a governor to sit on the panel. Should the Headteacher be the Reviewer, then two non-staff governors who are not on the Pay Committee would make up the panel. The outcome of the meeting will be conveyed to the teacher in writing within 5 working days. The Formal Review procedure would follow the appeal procedure at Appendix 3.
- 54.3 There is a right to appeal against this decision.

55. Right to be accompanied

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

56. Appeal

56.1 An appeal against a pay determination can be lodged within 5 working days of the date when the teacher receives written confirmation of the outcome of the Formal Review. It must clearly state the grounds for the appeal. 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. A model procedure for an appeal hearing can be found at Appendix 3.

57. Grounds for Appeal

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

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

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

57.3 The outcome of the appeal will be conveyed to the teacher in writing within 5 working days of the hearing and the final pay determination passed to the Pay Committee.

58 Data Protection

- 58.1 The School/Trust holds personal data on staff in order for it to fulfil the statutory and contractual requirements in terms of application of this pay policy as set out in Section 3.
- 58.2 Data is held and processed according to the Data Protection Policy of The Great North Wood Education Trust and accompanying Privacy Notice It is held securely and only kept for as long as it is required to meet the obligations set out in 58.1. Records are retained for the periods set out in the Data Retention Policy of the Trust.
- 58.3 Personal data relating to pay is only shared with bodies such as the Department for Education. Such data sharing is covered by specific legislation and regulations.

Appendices

Appendix 1: Teacher Pay Rates

01/09/2018

Qualified Teacher Main Pay Scale

Scale point	Annual
	£
Minimum 1	29,664
2	31,211
3	32,837
4	34,548
5	37,206
Maximum	40,372

Scale point	Annual
	£
Minimum 1	20,909
2	22,841
3	24,775
4	26,708
5	28,641
Maximum	30,573

Post Threshold/Upper Pay Scale

Scale point	Annual
	£
Minimum 1	44,489
2	46,676
Maximum	48,244

Visiting Tutor

£ 29.50 per hour

Unqualified Teacher Pay Scale

Scale point	Salary
	£
Minimum 1	21,641
2	23,642
3	25,644
4	27,644
5	29,644
Maximum 6	31,644

Special educational needs allowance

From 1 September 2018 the SEN allowance should be no less than £2,148 and no more than £4,241 per annum and is payable according to the criteria set out in the STPCD.

Teaching and Learning Responsibility Allowance

From 1 September 2018

- a) The annual value of a TLR1 must be no less than £7,853 and no greater than £13,288;
- b) The annual value of a TLR2 must be no less than £2,720 and no greater than £6,645.
- c) The relevant body may award a fixed-term third TLR (TLR3) for clearly time-limited school improvement projects, or one-off externally driven

responsibilities. The annual value of a TLR3 must be no less than £540 and no greater than £2,683. The duration of the fixed term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a Teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3.

Please note, The TLR3 payment is not pro rated for part time staff, unlike the TLR1 and TLR2.

TLR Rates

		£
TLR1	a	7,853
	b	9,663
	c	11,474
	d	13,288

		£
TLR2	a	2,720
	b	4,729
	c	6,645

		£
TLR3		2,080

Leadership Pay Scale

Group								Scale point	Salary
1	2	3	4	5	6	7	8		£
								L1	47,517
								L2	48,522
								L3	49,549
								L4	50,592
								L5	51,670
								L6	52,771
								L7	53,992
								L8	55,061
								L9	56,243
								L10	57,494
								L11	58,787
								L12	59,974
								L13	61,282
								L14	62,621
								L15	63,987
								L16	65,493
								L17	66,825
								*L18	67,638
								L18	68,315
								L19	69,821
								L20	71,365
								*L21	72,221
								L21	72,943
								L22	74,567
								L23	76,221
								*L24	77,158
								L24	77,930
								L25	79,675
								L26	81,458
								*L27	82,463
								L27	83,288
								L28	85,169
								L29	87,095
								L30	89,072
								*L31	90,186
								L31	91,089
								L32	93,160
								L33	95,290
								L34	97,459
								*L35	98,706
								L35	99,694
								L36	101,971
								L37	104,325

										L38	106,713
										*L39	108,048
										L39	109,129
										L40	111,671
										L41	114,273
										L42	116,940
										L43	118,490

Leading Practitioner Pay Scale

Scale	Annual £
L1	47,751
L2	48,760
L3	49,792
L4	50,841
L5	51,924
L6	53,031
L7	54,258
L8	55,332
L9	56,519
L10	57,777
L11	59,076
L12	60,269
L13	61,584
L14	62,929
L15	64,302
L16	65,816
L17	67,154
L18	68,652

Head Teacher Groups

Group		Equating to Sp pts
1	52,771- 67,638	L6 - L18
2	55,061- 72,221	L8 - L21
3	58,787- 77,158	L11 - L24
4	62,621- 82,463	L14 - L27
5	68,315 - 90,186	L18 - L31
6	72,943 - 98,706	L21 - L35
7	77,930 - 108,048	L24 - L39
8	85,169- 118,490	L28 - L43

Appendix 2: Greater London Provincial Council salary rates with effect 1.4.2018

	Annual Basic	Monthly Basic	Daily 30 days	Daily 31 Days	Extra hours @1	OT @ 1.0	M - F > 35 hours @ 1.5	Sun/BH @ 2
Scale 1/2								
6	£20,001	1,666.75	55.56	53.77	10,9595	9.0953	13.6430	18.1907
7	£20,103	1,675.25	55.84	54.04	11.0153	9.1512	13.7268	18.3025
8	£20,238	1,686.50	56.22	54.40	11.0893	9.2252	13.8378	18.4504
9	£20,370	1,697.50	56.58	54.76	11.1616	9.2975	13.9463	18.5951
10	£20,472	1,706.00	56.87	55.03	11.2175	9.3534	14.0301	18.7068
11	£20,616	1,718.00	57.27	55.42	11.2964	9.4323	14.1485	18.8647
12	£20,784	1,732.00	57.73	55.87	11.3885	9.5244	14.2866	19.0488
13	£20,952	1,746.00	58.20	56.32	11.4805	9.6164	14.4247	19.2329
Scale 3								
14	£21,189	1,765.75	58.86	56.96	11.6104	9.7463	14.6195	19.4926
15	£21,429	1,785.75	59.53	57.60	11.7419	9.8778	14.8167	19.7556
16	£21,726	1,810.50	60.35	58.40	11.9047	10.0405	15.0608	20.0811
17	£22,083	1,840.25	61.34	59.36	12.1003	10.2362	15.3542	20,4723
Scale 4								
18	£22,377	1,864.75	62.16	60.15	12.2614	10.3973	15.5959	20.7945
19	£22,857	1,904.75	63.49	61.44	12.5244	10.6603	15.9904	21.3205
20	£23,361	1,946.75	64.89	62.80	12.8005	10.9364	16.4047	21.8729
21	£24,081	2,006.75	66.89	64.73	13.1951	11.331	16.9964	22.6619
Scale 5								
22	£24,618	2,051.50	68.38	66.18	13.4893	11.6252	17.4378	23.2504
23	£25,233	2,102.75	70.09	67.83	13.8263	11.9622	17.9433	23.9244
24	£25,947	2,162.25	72.08	69.75	14.2175	12.3534	18.5301	24.7068
25	£26,658	2,221.50	74.05	71.66	14.6071	12.743	19.1145	25.486
Scale 6								
26	£27,402	2,283.50	76.12	73.66	15.0148	13.1507	19.726	26.3014
27	£28,206	2,350.50	78.35	75.82	15.4553	13.5912	20.3868	27.1825
28	£29,010	2,417.50	80.58	77.98	15.8959	14.0318	21.0477	28.0636
SO1						OT		
29	£30,012	2,501.00	83.37	80.68	16.4449		20.6	
30	£30,900	2,575.00	85.83	83.06	16.9315			
31	£31,764	2,647.00	88.23	85.39	17.4049			
SO2						OT		
32	£32,592	2,716.00	90.53	87.61	17.8586		20.6	
33	£33,459	2,788.25	92.94	89.94	18.3337			
34	£34,299	2,858.25	95-28	92.20	18.7940			

PO1						OT	
33	£33,459	2,788.25	92.94	89.94	18.3337	22.06	
34	£34,299	2,858.25	95.28	92.20	18.7940		
35	£34,938	2,911.50	97.05	93.92	19.1441		
36	£35,772	2,981.00	99.37	96.16	19.6011		

PO2						OT	
35	£34,938	2911,50	97.05	93.92	19.1441	22.06	
36	£35,772	2981,00	99.37	96.16	19.6011		
37	£36,681	3,056.75	101.89	98.60	20.0992		
38	£37,650	3,137.50	104.58	101.21	20.6301		

PO3						OT	
38	£37,650	3,137.50	104.58	101.21	20.6301	22.06	
39	£38,766	3,230.50	107.68	104.21	21.2416		
40	£39,696	3,308.00	110.27	106.71	21.7512		
41	£40,653	3,387.75	112,93	109,28	22.2756		

PO4						OT	
41	£40,653	3,387.75	112 93	109.28	22.2756	23.94	
42	£41,601	3,466.75	115.56	111.83	22.7951		
43	£42,552	3,546.00	118.20	114.39	23.3162		
44	£43,503	3,625.25	120.84	116.94	23.8373		

PO5						OT	
44	£43,503	3,625.25	120.84	116.94	23.8373	23.94	
45	£44,400	3700,00	123,33	119.35	24.3288		
46	£45,387	3,782.25	126.08	122.01	24.8696		
47	£46,347	3,862.25	128.74	124.59	25.3956		

PO6						OT	
46	£45,387	3,782.25	126.08	122.01	24.8696	23.94	
47	£46,347	3,862.25	128.74	124.59	25.3956		
48	£47,304	3,942.00	131.40	127.16	25.9200		
49	£48,237	4,019.75	133.99	129,67	26.4312		

50	Not in use
----	------------

PO7						OT	
51	£50,160	4,180.00	139.33	134.84	27.4849	23.94	
52	£51,117	4,259.75	141.99	137.41	28.0093		
53	£52,089	4,340.75	144.69	140.02	28.5419		
54	£53,112	4,426.00	147.53	142.77	29.1025		

55	Not in use
----	------------

PO8						OT	
56	£55,185	4,598.75	153.29	148.35	30.2384		23.94
57	£56,208	4,684.00	156.13	151.10	30.7989		
58	£57,234	4,769.50	158.98	153.85	31.3611		
59	£58,257	4,854.75	161.83	156.60	31.9216		
60	£59,295	4,941.25	164.71	159.40	32.4904		
PO9						OT	
61	£60,309	5,025.75	167.53	162.12	33.046		23.94
62	£61,338	5,111.50	170.38	164.89	33.6099		
63	£62,382	5,198.50	173.28	167.69	34.1819		
64	£63,387	5,282.25	176.08	170.40	34.7326		
65	£64,422	5,368.50	178.95	173.18	35.2997		

Appendix 2a
Chief Officer Salary Rates (from 01/04/2018)

Grade	Point	Salary
SMG 3	1	61,113
	2	63,984
	3	66,855
	4	69,727
	5	72,598
	6	75,469
SMG 2	7	71,149
	8	74,020
	9	76,890
	10	79,761
	11	82,633
	12	85,504
SMG 1	13	81,196
	14	84,067
	15	86,938
	16	89,810
	17	92681
	18	96,263

Appendix 3: Procedure for an Appeal against a Salary or Performance Management Determination

This procedure complies with the statutory guidance of the Secretary of State.
(For the Formal Review stage, please read titles in italics.)

1. The Appeal of the employee

The employee, or representative,

- a) introduces the employee's written reasons for the appeal.
 - The Formal Reviewer (*Reviewer*) may ask questions of the employee.
 - The Members of the Appeal Committee (*Formal Reviewer*) may ask questions of the employee.
- b) may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give.
 - The Formal Reviewer (*Reviewer*) may ask questions of each witness.
 - The Members of the Appeal Committee (*Formal Reviewer*) may ask questions of each witness.

2. The response of the Formal Reviewer (*Reviewer*)

The Formal Reviewer (*Reviewer*),

- a) explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Formal Reviewer (*Reviewer*) previously provided to the employee
 - The employee or representative may ask questions of the Formal Reviewer (*Reviewer*).
 - The Members of the Appeal Committee (*Formal Reviewer*) may ask questions of the Formal Reviewer (*Reviewer*).
- b) may call witnesses, who will have provided a written statement of the information they wish to give
 - The employee or representative may ask questions of each Witness.
 - The Members of the Appeal Committee (*Formal Reviewer*) may ask questions of each Witness

3. Summing up and withdrawal

- a) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- b) the Formal Reviewer (*Reviewer*) has the opportunity to sum up if s/he so wishes.
- c) all persons other than the Appeal committee and its adviser are then required to withdraw.

4. Appeal committee decision

- a) the Appeal committee and the person who is advising on law, procedure, and merits of the case are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.

- b) the Chair of the Appeal committee will announce the decision (if possible) to the employee and will also confirm the decision in writing within 5 days.

Notes:

For the purposes of the appeal, the Appeal committee will have the following documents;-

- a) the written statement of reasons for the decisions previously provided to the employee*
- b) the written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with paragraph (check part of policy refers to) of the pay policy).*
- c) any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
- d) The Appeal Committee may appoint an adviser who may not be an employee of the school.*
- e) The employee may be represented by a representative of his/her trade union or a workplace colleague.*
- f) Where an employee is appealing against a determination of the Threshold Application or a performance management decision the same procedure will be used. The Head Teacher may have an adviser present who may not be an employee of the school.*

Appendix 4: Sample Criteria for Recruitment & Retention

Philosophy

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

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

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

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

Allowances

The Governing Body will pay recruitment awards to [] of [£ amount] for a maximum of [three] years in the following circumstances to be discussed and REVISED

Schools to insert reasons which could be

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

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

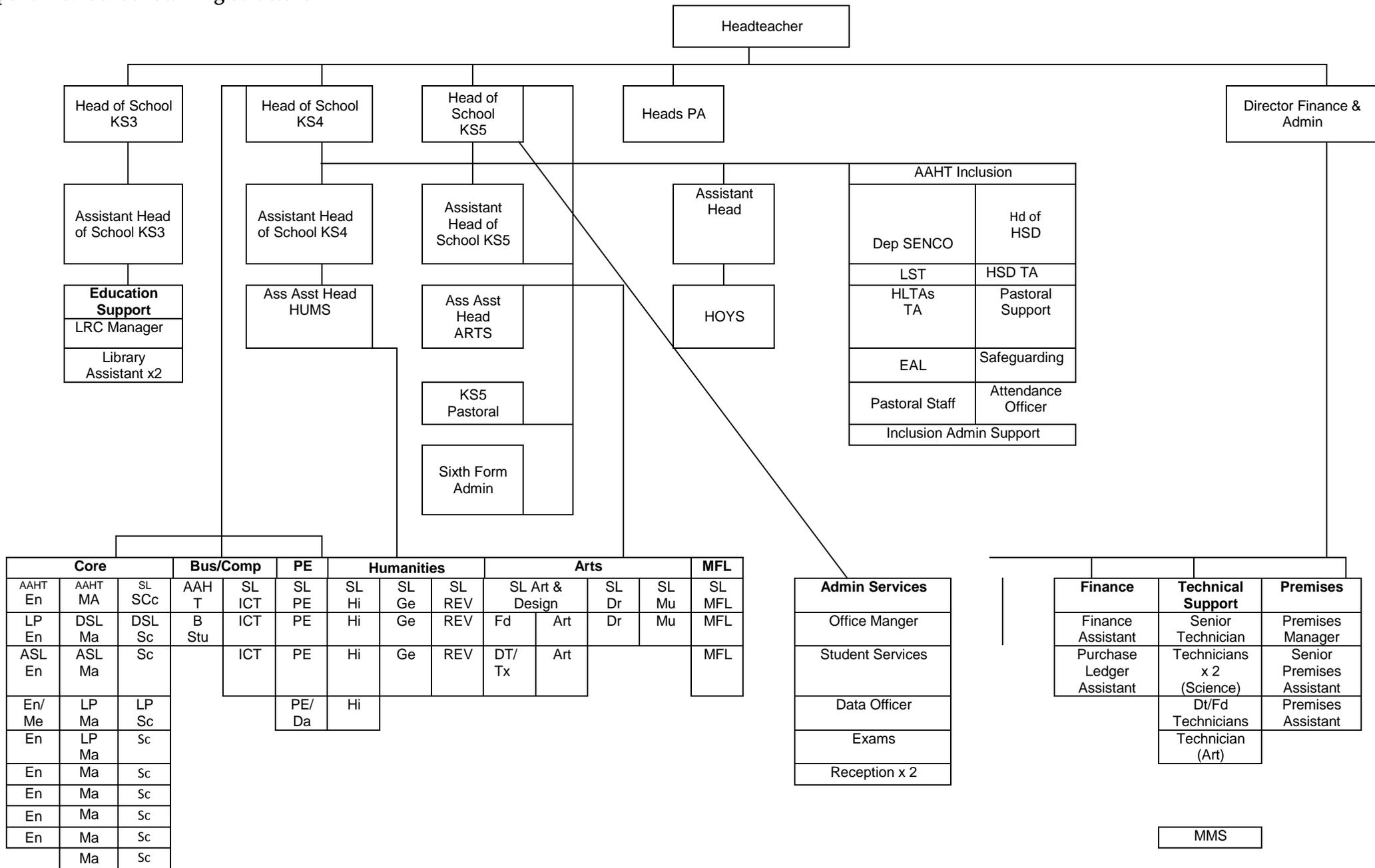
The Governing Body will review the level of payment/benefits [annually].

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

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

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

Appendix 5: School Staffing Structure



Appendix 5a – TLR Structure 2018-19

2a	2b	2c	3	1a	1b	1c	1d
ASL English ASL Science Literacy Media Physics Psychology	SL Art Deputy SENCO SL Drama EAL/International School SL Geography Head of HSD SL History SL Music SL PE DSL Science Careers/Enrichment	SL Modern Languages SL ICT SL REV KS5 Pastoral leader KS5 Personal Development and Destinations Leader	Aspire to Achieve	Heads of Year			SL Science

SL – Subject Leader

DSL – Deputy Subject Leader

ASL - Assistant Subject Leader

Appendix 6: Determination of a Headteacher ISR proforma

School: _____

Current Headteacher salary and range

--

Reason for review:

--

Unit total calculation:

No. of pupils in school, ordinary, special particular circumstances calculated in accordance with STPCD 2017	Unit total	School Group	Pay Range for school group as per STPCD 2017
			Pay range £..... to £..... Lambeth reference points L.....to L.....
Other schools if applicable			
Total			

Pay determination agreed

Initial basic school pay range agreed with range calculated as above		
Maximum possible pay range up to 25% above maximum of school group size		
% Enhancement on basic pay range for permanent additional factors as per attached sheet and taking in account any benchmarking data available		
New appointments		
Anticipated pay band for appointment i.e. basic school ISR plus % enhancement for additional factors as per attached sheet and taking in account any benchmarking data available		
Agreed pay band for advertisement/recruitment for an exceptional candidate		

Temporary responsibilities

Temporary time limited responsibilities excluded above, paid as a separate allowance (maximum capped at 25% above maximum of anticipated band for appointment of 25% above maximum of school group size whichever is the lower)

Responsibility	Allowance paid

Signed: _____ Date: _____

Name in full: _____

(on behalf of the Governing Body)

Permanent additional relevant factors (not included in basic ISR for school group size i.e. no double counting).

The statutory provision of the Schools Teacher’s Pay and Conditions document 2017 state that when determining the pay range of a leadership group member, the relevant body must take into account “all of the permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations.

School Context/Challenge	Details	% increase (total of this column cannot be above 25% of top of pay range)
Number of pupils eligible for the pupil premium/free school meals (e.g. above national average)		
Number of pupils with English as a second language		
Number of children with special needs (pupils with statements of education /health and care plans are already taken into account when calculating the group size of the school)		
Number of looked after children		
Level of pupil mobility in the area		
Other		
Complexity		
Special measures		
Multi/split site (not in unit total)		
Managing other stakeholders (egg private nursery, children’s centre, specialist units), etc.		
Breadth of management (multi management teams)		
Other		
Contribution to wider educational development		
Consortium lead		
Initial Teacher Training		
NQT lead		
Teaching school status		

NLE/SLE/LLE responsibilities (which are not time limited)		
Total		%

Review against Bench marking data – relevant information

Appendix 7: School Pay Policy Equality Monitoring

Name of School: _____

In accordance with the Lambeth schools pay policy, governing bodies will submit an annual analysis of pay decisions. To be submitted by 31st Jan

Please add any mitigating circumstances under notes section on the form.

Please provide details of:

- Number of support staff: =
- Number of teaching staff: =

Teaching Staff

As of Sept 2017	Number on main scale	Number on UPS	Number on Leadership	Number on Leading practitioner scale	Any other
Teaching staff					

Main scale teachers

For year beginning Sept 2017	Number moving up to next point on main scale	Number applying for threshold	Number crossing threshold	Number NOT progressing
Teaching staff on main scale				

UPS 1 and 2 Teachers

For year beginning Sept 2017	Number moving up to next point on UPS	Number NOT progressing
Teaching staff on UPS 1 and 2		

UPS3 Teachers

For year beginning Sept 2017	
Teaching staff on UPS3	

Leadership

For year beginning Sept 2017	Number moving up to next point on scale	Number NOT progressing
Teaching staff on Leadership		

Please make note of those at top of scale

For year beginning Sept 2017	Number moving up to next point on scale	Number NOT progressing
Teaching staff Leading practitioner		

Please make note of those at top of scale

Equality strands for all teaching grades **except UPS3 and top of leadership and advanced practitioner scale**

Gender

	Progressed up pay scale	Did Not progress up pay scale	Total
Male			
Female			

Notes:

Ethnicity

	Progressed up pay scale	Did Not progress up pay scale	Total
BME			
Asian			
Black			
Mixed heritage			
White			
Other ethnicity			
Not Known			

Notes:

Age

	Progressed up pay scale	Did Not progress up pay scale	Total
18-34			
35-49			
50-64			
65+			

Notes:

Disability

	Progressed up pay scale	Did Not progress up pay scale	Total
Teachers declaring disability %			

Notes:

Teachers on top of UPS3 and top of leadership and leading practitioner – Gender

Male	
Female	
Total	

Teachers on top of UPS3 and top of leadership and leading practitioner – Ethnicity

BME	
Asian	
Black	
Mixed heritage	
White	
Other ethnicity	
Not Known	

Teachers on top of UPS3 and top of leadership and leading practitioner - Age

18-34	
35-49	
50-64	
65+	

Teachers on top of UPS3 and top of leadership and leading practitioner – disability

Teachers declaring disability %	

Head Teacher: Did Head teacher receive increment?

Yes/No

Notes:

Support Staff

Break down of number of staff under each pay band/grade.

Spine points10-14		PO1	
Scale 3		PO2	
Scale 4		PO3	
Scale 5		PO4	
Scale 6		PO5	
SO1		PO6	
SO2		P07	

Notes: - Please add any other grades in blank fields

Gender

	Total
Male	
Female	

Notes:

Ethnicity

	Total
BME	
Asian	
Black	
Mixed heritage	

White	
Other ethnicity	
Not Known	

Notes:

Age

	Total
18-34	
35-49	
50-64	
65+	

Notes:

Disability

	Total
Support staff declaring disability %	

Notes:

Completed by

Name

Date

Signature

Appendix 8: Model Threshold Application Guidance/Form



Request for Threshold Assessment

CONFIDENTIAL

- For a description of eligibility for and the process of applying for threshold assessment please refer to the Schools Pay Policy which can be found in the staff handbook and in the policies section of the website
- Application to be assessed for the threshold can be made once in each academic year
- Applications must be submitted by no later than 31 October in each year
- Please provide all the information requested to allow a thorough assessment of your application
- Decision will normally be notified to you by 31 December subject to the acceptance of any pay recommendation by the Staff Pay Committee of the Governing Body

Criteria for assessment

The teacher will be required to meet the criteria set out in paragraph 18 of the STPCD, namely that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contribution to and educational setting or settings are substantial and sustained

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

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

"sustained": the teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this. They will have been expected to have shown that their teaching expertise has grown over the relevant period and there is a consistent balance of good and outstanding.

Part 1: Teacher Details (To be completed by the teacher)

Personal details

Surname

First name(s)

Teacher Reference Number

		/					
--	--	---	--	--	--	--	--

Declaration by teacher

I confirm that at the date of this request I meet the eligibility criteria and I submit two consecutive appraisal reports reviews covering the two year period prior to this request and other evidence to demonstrate I meet the criteria for assessment.

Signed

Date

List below the documentation included with this form

Part 2: Actions for the Headteacher

Application received by 31 October	Yes	Partial	No
Evidence of being highly competent and of Teachers' Standards	Yes	Partial	No
Evidence of two consecutive successful appraisals	Yes	Partial	No
Evidence of contribution to whole school improvement	Yes	Partial	No
Recommended to move to Upper Pay Spine (UPS1)	Yes	<input checked="" type="checkbox"/>	No

Comments. Reasons for not recommending the application should be give here.

Recommendation approved by Staff Pay Committee	Yes	<input checked="" type="checkbox"/>	No
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Date agreed by Staff Pay Committee _____

Signature of Headteacher _____

Signature of Chair of Staff Pay Committee _____

Teachers' Standards (England)

Preamble

Teachers make the education of their pupils their first concern, and are accountable for achieving the highest possible standards in work and conduct. Teachers act with honesty and integrity; have strong subject knowledge, keep their knowledge and skills as teachers up-to-date and are self-critical; forge positive professional relationships; and work with parents in the best interests of their pupils.

Part One: Teaching

A teacher must:

1. Set high expectations which inspire, motivate and challenge pupils

- establish a safe and stimulating environment for pupils, rooted in mutual respect;
- set goals that stretch and challenge pupils of all backgrounds, abilities and dispositions;
- demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils.

2. Promote good progress and outcomes by pupils

- be accountable for pupils' attainment, progress and outcomes;
- be aware of pupils' capabilities and their prior knowledge, and plan teaching to build on these;
- guide pupils to reflect on the progress they have made and their emerging needs;
- demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching;
- encourage pupils to take a responsible and conscientious attitude to their own work and study.

3. Demonstrate good subject and curriculum knowledge

- have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain pupils' interest in the subject, and address misunderstandings;
- demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship;
- demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulacy and the correct use of standard English, whatever the teacher's specialist subject;
- if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics;

- if teaching early mathematics, demonstrate a clear understanding of appropriate teaching strategies.

4. Plan and teach well-structured lessons

- impart knowledge and develop understanding through effective use of lesson time;
- promote a love of learning and children's intellectual curiosity;
- set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired;
- reflect systematically on the effectiveness of lessons and approaches to teaching;
- contribute to the design and provision of an engaging curriculum within the relevant subject area(s).

5. Adapt teaching to respond to the strengths and needs of all pupils

- know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively;
- have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these;
- demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support pupils' education at different stages of development;
- have a clear understanding of the needs of all pupils, including those with special educational needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.

6. Make accurate and productive use of assessment

- know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements;
- make use of formative and summative assessment to secure pupils' progress;
- use relevant data to monitor progress, set targets, and plan subsequent lessons;
- give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback.

7. Manage behaviour effectively to ensure a good and safe learning environment

- have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in classrooms and around the school, in accordance with the school's behaviour policy;
- have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly;
- manage classes effectively, using approaches which are appropriate to pupils' needs in order to involve and motivate them;
- maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary.

8. Fulfil wider professional responsibilities

- make a positive contribution to the wider life and ethos of the school;
- develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support;
- deploy support staff effectively;
- take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues;
- communicate effectively with parents with regard to pupils' achievements and well-being.

Part Two: Personal and Professional Conduct

A teacher is expected to demonstrate consistently high standards of personal and professional conduct. The following statements define the behaviour and attitudes which set the required standard for conduct throughout a teacher's career.

- Teachers uphold public trust in the profession and maintain high standards of ethics and behaviour, within and outside school, by:
 - treating pupils with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries appropriate to a teacher's professional position;
 - having regard for the need to safeguard pupils' well-being, in accordance with statutory provisions;
 - showing tolerance of and respect for the rights of others;
 - not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs;
 - ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law.

- Teachers must have proper and professional regard for the ethos, policies and practices of the school in which they teach, and maintain high standards in their own attendance and punctuality.
- Teachers must have an understanding of, and always act within, the statutory frameworks which set out their professional duties and responsibility.

Appendix 9 – Staff Pay Committee Terms of Reference



The Governing Body of The Elmgreen School

Staff Pay Committee

Terms of Reference

The governing body at its first meeting in each academic year will establish a Staff Pay Committee to deal with all pay matters relating to staff including the setting and review of the headteacher's objectives and any decisions relating to salary.

The Staff Pay Committee will implement the agreed Pay Policy.

The governing body must adopt and take full responsibility for maintaining, updating and implementing a pay policy and an appraisal policy. The governing body have delegated this function to the Resources Committee. The Resources Committee will also review the staffing structure including Teaching and Learning Responsibility Allowances.

Legal Basis

The Staff Pay Committee is constituted and operates within the following legal framework:

- School Staffing (England) Regulations 2009
- The Equalities Act 2010
- Employment Legislation (as detailed in the Pay Policy)
- School Teachers Pay and Conditions Document and subsequent orders made by the Secretary of State for Education.
- The Education (School Teachers' Appraisal) (England) Regulations 2012.

Quorum

No fewer than 3 members of the governing body.

If staff governors are appointed to the Committee they must withdraw for any discussion on their own remuneration.

Clerking

The meeting should not be clerked by any member of the committee or the Headteacher.

Headteacher

The Staff Pay Committee will:

- Review, on the post becoming vacant, the schools headteacher group and headteacher's individual salary range (ISR) before advertising the vacancy.
- Review the ISR of a headteacher in post within the group range for the school
- Consider in either of the above situations if further discretion within the terms of the pay policy should be exercised.

Appraisal of the Headteacher

The governing body is responsible for the appraisal of the headteacher and has delegated this task to the Staff Pay Committee. The governing body or Staff Pay Committee must:

- appoint an external adviser for advice and support on the headteacher's appraisal and to consult that adviser on setting objectives for, and appraisal of, the headteacher
- inform the headteacher of the standards against which their performance will be assessed
- set objectives for the headteacher
- appraise the performance of the headteacher, assessing their performance of their role and responsibilities against the relevant standards and their objectives
- assess the headteacher's professional development needs and action needed to address them
- make a recommendation on headteacher's pay, where relevant;
- give the headteacher a written report of their appraisal which includes the assessments and recommendation above

The Staff Committee must review and set the Headteacher's objectives by 31 December each year.

It is for the staff Pay Committee to make determination about the pay of the headteacher. The adviser and headteacher must withdraw while such deliberations take place.

Within the ISR the Staff Pay Committee can award up to two performance points where there has been sustained high quality performance having regard to the results of the most recent appraisal.

Other Teaching Staff

The School has an agreed appraisal policy in place and the Resources Committee in exercising its delegated powers will make sure that:

- the appraisal policy will support effective appraisal in the school
- provision is made for the appraisal of teacher performance against the Teachers' Standards

- arrangements being made for classroom observation
- they are aware of arrangements for the head to delegate the duty of managing the performance of teachers to others.
- the appraisal policy is being implemented effectively and fairly in the school, including how objectives and assessments are quality assured and moderated;
- appraisal evidence informs other decisions for example, on professional development and pay

Deputy and Assistant Headteachers

The headteacher is responsible for the appraisal of deputy/assistant headteachers and will report the outcomes of this appraisal and any pay recommendations to the Staff Pay Committee. All decision will be evidence based.

Other Teaching Staff

The headteacher will report to the Staff Pay Committee on recommendations for movement on the Teachers' Main Pay Scale, movement across the pay threshold onto the Upper Pay Spine and movement on the Upper Pay Spine. All decision will be evidence based.

Notification of decisions

The Staff Pay Committee will provide staff with their decision in writing and will explain the process for appealing against their determination.