



*St. Saviour's Church, Coalpit Heath.*

**The Manor C of E Primary School**

**Policy: Pay**

**Author:** Model Policy

**Date:** September 2010

**Approved:**

**Headteacher**

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**Chair of Governors**

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## **SECTION 1 - GENERAL PRINCIPLES, OPERATION AND REVIEW**

### **1.1 General Principles**

The Governing Body is responsible for determining the salaries of teaching staff in accordance with the provisions of the School Teachers' Pay and Conditions Document (STP&CD) and for support staff in accordance with the National Joint Council for Local Government Services National Agreement on Pay and Conditions (Green Book) and the associated local provisions.

In exercising its responsibility for salary decisions the Governing Body will have regard to the following key principles:

- all decisions on pay will be made within the context of this Pay Policy, which is available to all staff and governors;
- pay decisions in accordance with the Pay Policy will support the School Improvement Plan and support the Governing Body in its statutory duty to promote high standards of educational achievement at the school;
- the Pay Policy and associated staffing structures will provide for all staff to be valued and to receive appropriate financial recognition for the duties undertaken;
- there will be equality of opportunity for all staff and decisions will be made on a non-discriminatory basis and will comply with the requirements of the prevailing legislation.
- teachers in regular part-time service will be remunerated/ receive entitlements pro-rata to full-time teachers;
- any relationship between pay and performance will take account of provisions made within the school's Performance Management Policy and will have regard to any national requirements or criteria set out in the Performance Management regulations or STP&CD.

### **1.2 Operation and Review**

The Pay Policy will be adopted and reviewed annually by the Governing Body after consultation with staff and their professional association/trade union representatives. The Governing Body is responsible for determining the overall resources to be made available for salary purposes and for the general oversight of the operation of the Pay Policy. Responsibility for the application of the Pay Policy is delegated to the Pay Committee (the Pay Committee therefore has fully delegated powers to determine pay decisions in accordance with the Pay Policy).

### **1.3 The Pay Committee**

The Pay Committee membership will be three governors appointed to the Governing Body. The Headteacher will attend in an advisory capacity and will withdraw when her salary is under consideration.

The terms of reference for the Pay Committee will be determined from time to time by the Governing Body. The current terms of reference are:

- to implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions;
- to undertake an annual pay review for each member of staff based on the criteria set out in the Pay Policy with effect from 1 September;
- to observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- to minute clearly the reasons for all decisions and report these decisions to the next meeting of the Governing Body;
- to recommend to the Governing Body the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews;
- to keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review, and to recommend changes or modifications to the Governing Body, as appropriate and at least annually;
- to carry out the performance review of the Headteacher;

In the case of new appointments to the staff, decisions on starting salary will be delegated to the Headteacher or Selection Panel as appropriate.

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

#### **1.4 Pay Reviews**

The Pay Committee will ensure through the Headteacher that all staff are aware of the arrangements for the annual pay review and of how this relates to the operation of the School's Performance Management policy. The Headteacher will make recommendations on performance related pay progression (where applicable) for those staff for whom she is the reviewer and will provide recommendations from the nominated reviewer in all other cases.

The Pay Committee will ensure that pay reviews for all teaching staff are carried out by 31<sup>st</sup> October each year. Such reviews will be initiated by the Headteacher (except their own review which will be initiated by the Chair of Governors and will be carried out by 31 December). Review decisions will apply from 1 September on a retrospective basis.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.

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

Pay decisions will be notified in writing to each member of staff. This will normally be undertaken by the Headteacher on behalf of the Pay Committee. In the case of the Headteacher, notification of the pay decisions will normally be undertaken by the Chair of Governors.

### 1.5 Appeals

The arrangements for considering appeals are as follows:

An employee may seek a review of any determination in relation to his/her pay or any other decision taken by the Governing Body (or a committee or individual acting with delegated authority) that affects his / her pay.

The following list includes the usual reasons for seeking a review of a pay determination:

That the person or Committee by whom the decision was made:

- a) incorrectly applied any provision of the STP&CD (teachers only);
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) took account of irrelevant or inaccurate evidence;
- e) was biased;
- f) otherwise discriminated against the employee; or
- e) acted contrary to any agreed School based policy.

The order of proceedings will be as follows:

1. The employee receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
2. If the employee is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher normally within ten working days of the decision.
3. Where this is not possible, or where the employee continues to be dissatisfied, he/she may follow a formal process.
4. The employee should set down in writing the grounds for questioning the pay decision and send it to the Headteacher, normally within ten working days of the notification of the outcome of the discussion referred to above.
5. The Headteacher should arrange a hearing of the Pay Committee normally within ten working days of receipt of the written grounds for questioning the pay decision and give the employee an opportunity to make representations in person to that Committee. Following the hearing the employee should be informed in writing of the decision and the right to appeal as appropriate.
6. Any appeal should be heard by a panel of three governors who were not involved in the original determination normally within 20 working days of the receipt of the written appeal notification. The employee will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, normally within 5 working days. Where the appeal is rejected the letter will include a note of the evidence considered and the reasons for the decision.

7. The employee is entitled to be accompanied by a trade union representative or work colleague during the process.

## **SECTION 2 – PAY FOR THE LEADERSHIP GROUP**

### **2.1 Headteacher**

The Individual School Range (ISR) will be set to reflect the size and circumstances of the school in accordance with the requirements of the STP&CD.

The ISR will normally be set within the relevant school group size, in accordance with an assessment of the unit total of all pupils calculated mainly according to pupil numbers at each key stage and the number with statements or special educational needs.

The ISR will be reviewed in the event of a vacancy occurring or as otherwise provided for in the STP&CD, in such circumstances where there is a significant change in the Headteacher's responsibilities or if there are retention issues.

In setting the ISR the factors taken into consideration will include:

- the overall responsibilities of the post;
- the unit total of the school in relation to the range for the school group;
- trends in pupil numbers;
- relative salary levels, having regard to recruitment and retention factors;
- pay differentials in relation to other posts in the school structure;
- features within school that have a significant impact on managerial requirements;
- the Headteacher's wider contribution to school based activities.

A newly appointed Headteacher will normally commence at the lowest point of the ISR. However, in accordance with the provisions of the STP&CD, the post may be offered at up to three points above the minimum salary where it is necessary or appropriate to secure the appointment of a suitable qualified and experienced candidate.

### **2.2 Deputy Headteacher**

The salary range will be set to reflect the size (in accordance with 2.1 above) and the circumstances of the school, the structure of the school's leadership group and the need to provide for salary differentials accordingly. The additional factors listed above will also be considered, as appropriate.

The salary range will be reviewed in the event of a vacancy occurring or as otherwise provided for in the STP&CD.

A newly appointed Deputy Headteacher will normally commence at the minimum of the range set. However, the post may be offered at up to two points above the minimum salary where it is necessary or appropriate to secure the appointment of the preferred candidate.

## **SECTION 3 – PAY FOR TEACHERS**

### **3.1 Main Scale Classroom Teachers**

#### Qualifications

Teachers with qualified teacher status (QTS) will be paid on the main pay scale.

#### Teaching Experience

Qualified teaching service in maintained schools in England and Wales will be recognised for salary purposes as required by the STP & CD. Teaching staff will be entitled to progress up one point of the main pay scale for each year that they are employed during at least 26 weeks as a teacher, up to the maximum of the scale (progression is subject to satisfactory performance – para 3.1.2).

The STP & CD also provides that qualified teaching service in State Schools in the European Economic Area and certain other defined situations should be recognised for salary purpose on a mandatory basis.

Qualified teaching service in other settings (eg. within HE or FE or outside of state maintained schools whether in England and Wales or elsewhere) will be recognised for salary purposes where it is considered appropriate and one point will be awarded for each completed year of service.

#### **3.1.1 Discretionary experience points**

There will be no discretionary salary points awarded for experience other than qualified teaching service.

### **3.2 Threshold**

A teacher who has reached the maximum of the main pay scale (M6) will not progress to the pay scale for post-threshold teachers unless they apply for and meet the nationally determined performance threshold standards. The Headteacher will be responsible for identifying and informing staff who are eligible to apply.

A teacher may apply once in any school year for an assessment against the threshold standards, when or at any time after he/she has been placed on point M6 of the main pay scale.

The Governing Body will delegate the process of assessing the applications and evidence to the Headteacher. The Headteacher will determine whether the applicant has or has not met all the performance threshold standards throughout the relevant period.

A teacher (M6) who is successful in meeting the performance threshold standards will be placed on the first point of the upper pay scale, with effect from the 1<sup>st</sup> September in the appropriate school year, as defined by the STP&CD.

A teacher (M6) who is unsuccessful in meeting the performance threshold standards may appeal against the decision in accordance with the procedure outlined in Section 1.5.

Where a teacher is deemed on appointment to be a post threshold teacher through specific provisions within the STP & C Document (eg. stepping down from a leadership post), the discretion to pay above UPS1 may be applied having regard to the previous employment history.

### **Assessment**

Teachers who wish to do so should apply for threshold assessment to the Headteacher by 31<sup>st</sup> August, when a successful application will take effect from 1<sup>st</sup> September of the same year.

### **3.3 Upper Pay Spine**

Teachers who have met the threshold requirements will be placed on UPS1 and will have the opportunity to be assessed for UPS2 and then UPS3 as provided for in the STP&CD.

The process for progression is confirmed in para 4.3.

### **3.6 Part-time teachers**

Teachers employed on an ongoing basis at the school but who work less than a full working day or week are deemed to be part-time. The Governing Body will give them a written statement detailing their working time obligations and the mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements. Pay and directed working time (where applicable) will be pro rata to a full time teacher based on 1265 hours in a school year.

### **3.8 Supply teachers**

The payment of supply teachers will be calculated on an hourly basis based on 1/1265 of the annual salary. Where a supply teacher is covering the full range of duties of the absent teacher, he/she will be paid 6.5 hours for each day worked. Otherwise payment will have regard to any wider professional duties undertaken (e.g. preparation and marking) in addition to class contact time.

## **SECTION 4 - PERFORMANCE PAY**

The Governing Body in agreeing the school budget will ensure that appropriate funding is allocated for performance pay progression at all levels. The Governing Body recognises that funding cannot be used as a criterion to determine progression.

### **4.1 Headteacher and Deputy Headteacher**

For those on the leadership spine there will be an annual review of pay following a review of performance.

To achieve progression there must be a demonstration of sustained high quality performance, with particular regard to leadership, management and pupil progress at the school and a review of performance against performance objectives.

To be fair and transparent, judgements will be properly rooted in evidence and there must have been a successful review of performance.

A successful performance review will include consideration of:

- performance objectives;
- classroom observation (where relevant)
- other evidence.

To ensure that there has been high quality performance, the performance review will assess that the individual has grown professionally by developing his/her leadership and (where relevant) teaching experience.

Where the performance review criteria described above have been satisfied any increase in salary will normally be limited to one point. The discretion to award a second point will only be considered where a) objectives which are particularly challenging have previously been agreed with the Headteacher / Deputy Headteacher or b) other exceptional circumstances apply.

There should be no expectation that an additional pay point(s) will be awarded at each annual review and the decision not to award a pay point does not imply that performance has been unsatisfactory.

Where appropriate, the circumstances in which a pay point will not be awarded will be clarified at the time that personal objectives are set. In any event the reasons will be provided in writing following the annual pay review and may be used as the basis for any appeal.

### **4.3 Post threshold teachers**

The Headteacher will be responsible for identifying staff that are eligible for threshold progression.

There is no automatic entitlement to progression on the upper pay scale. To achieve progression the teacher's contribution to the school will be substantial and sustained. To be fair and transparent, judgements will be properly rooted in evidence and there must have been a successful review of overall performance.

This overall performance review will be based on two successful consecutive performance management reviews, other than under the exceptional circumstances as provided for in the STP&CD.

A successful performance review will include consideration of:

- performance objectives;
- classroom observation;
- other evidence.

To ensure that the achievements and contribution have been substantial and sustained, that performance review will assess that the teacher has:

- continued to meet threshold standards; and
- grown professionally by developing his/her teaching expertise post threshold.

Only in exceptional circumstances will post-threshold teachers be awarded a further point on the upper pay scale more frequently than at two yearly intervals.

#### **4.4 Performance**

An experience point may be withheld in any year where the teacher's performance has been unsatisfactory. Such a decision will only be taken where the teacher is subject to formal capability procedures, which have been invoked by the Headteacher. The salary point may be reinstated at the conclusion of the capability procedure if satisfactory performance has been achieved.

The discretion to award a mainscale teacher an additional point for excellent performance will not normally be applied

### **SECTION 5 – OTHER ALLOWANCES**

#### **5.2 Teaching and Learning Responsibility Payments (TLRs)**

TLR payments will be awarded for undertaking a sustained responsibility that is needed to ensure continued delivery of high quality teaching and learning.

A TLR will be paid to a teacher whose duties include a significant responsibility that is not required of all classroom teachers and that meets the TLR criteria as defined in the STP&CD.

TLRs will be awarded to the holders of the posts indicated in the attached staffing structure (see Appendix 2).

The values of the TLRs to be awarded are set out below:

TLR2s will be awarded to the following values:

**£2535 (pro-rata for part-time employees) to the holder of a) Inclusion Manager Post and b) Key Stage Leader with Core Subject Responsibility**

TLRs will only be awarded on a temporary basis to teachers who are temporarily undertaking a TLR post, for example to cover maternity leave, sick leave, a vacancy or secondment.

#### **5.4 Recruitment and retention incentives and benefits**

The payment of recruitment and retention incentive and benefits may be considered in exceptional circumstances in respect of individual posts for which specific and demonstrable recruitment/retention difficulties have been identified.

Where it is decided 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.

Any recruitment incentive for a new teacher will be for a fixed period not exceeding three years and will not be renewed,

Any retention incentive awarded to an existing teacher will be for a fixed period not exceeding

three years but may, in exceptional circumstances be renewed.

## **5.5 Acting Allowance**

Any teacher who carries out the duties of Headteacher or Deputy Headteacher for a period of at least 4 weeks or longer may be paid at the appropriate point on the salary range for that post. Where the acting up arises from a known absence (e.g. vacancy or maternity leave) the salary will be adjusted from the date the acting duties commence. Where the acting up arises from an unplanned event, the salary adjustment will be back dated to the date on which the full additional responsibilities were taken up.

## **SECTION 6 - OTHER PAYMENTS**

### **6.1 Continuing Professional Development**

The discretion to make payments for continuous professional development activities that take place outside the school day i.e. in the evenings, at weekends or during the holidays will not be exercised.

### **6.2 Initial teacher training activities**

The discretion to make payments for ITT activities undertaken as part of the normal conduct of the school will not normally be exercised.

### **6.3 Out-of-school learning activities**

The discretion to make payments for out of school hours' learning activities undertaken on a voluntary basis will not normally be exercised.

### **6.4 Overtime / Honorarium**

Teachers will not be eligible for 'overtime' or honorarium payments other than the additional payments as outlined above.

## **SECTION 7 – GENERAL SAFEGUARDING**

The Governing Body recognises its responsibilities for safeguarding the salaries of teachers as set out in the STP&CD.

## **SECTION 8 – SUPPORT STAFF**

The salaries for support staff posts will be determined in accordance with the pay and grading structure of South Gloucestershire Council. Grades will be established with reference to model job descriptions and related advice provided by the Local Authority, The Governing Body will (through the Headteacher) request the job evaluation of individual posts where there is no comparable model job description/grade available.

The commencing salary for any post will normally be the minimum of the range for that grade. Discretion to appoint at a higher point may be exercised where this is necessary to recruit a suitably qualified and/or experienced candidate, taking account of the individual's previous

employment history and/or salary level.

Incremental progression will be applied within the relevant salary range as provided for under the conditions of service for Local Government staff.

Payments for overtime working and any other additional allowances will be in accordance with those applicable to South Gloucestershire staff.

Any representations by support staff regarding pay and grading issues will be considered under the procedure outlined under para 1.5.

The Local Conditions of Service will determine the safeguarding arrangements for support staff which include (in relevant circumstances) a personal pay protection for three years, limited to a maximum of 12.5% above the maximum contractual pay for the new post.

In undertaking its responsibilities for applying pay and grading decisions to support staff the Governing Body will be mindful of the Council's residual responsibilities under equal pay legislation and will apply the outcomes of a job evaluation review whenever it is necessary to do so.

**APPENDIX 1**  
**MODEL PROCEDURE FOR FORMAL HEARING / APPEAL**

*This is a suggested procedure and some adjustment may be necessary depending on the nature of the issue being considered.*

All parties should receive copies of the appropriate documentation prior to the hearing / appeal to allow for sufficient consideration.

1. Chair introduces those present. Checks all documentation is held by all parties and confirms the procedure for the meeting.
2. Headteacher presents their case.  
Questions may be asked by the employee / representative, followed by questions from the Panel.
3. Employee / representative present their case.  
Questions may be asked by Headteacher, followed by questions from the Panel.
4. Headteacher invited to sum up their case.
5. Employee / representative invited to sum up their case.
6. Adjournment.
7. Panel considers information provided and decides on outcome. This must be confirmed in writing with the employee being informed of their right of appeal, as appropriate.

**APPEAL**

Same procedure as above but the Appeal Panel is three governors who were not involved in the original determination. The decision should be confirmed in writing. The decision of the Appeal Panel is final – there is no further right of appeal.

NB. Further guidance can be found in the document 'Guidelines for the Conduct of Hearings and Appeals' available on Schools' Personnel intranet site.

**APPENDIX 2  
STAFFING STRUCTURE**

Head

Deputy

2 x TLR 2s

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Members of the Senior Leadership Team (Head, Deputy & 2 x TLRs) require dedicated leadership time. The basic responsibilities for the Deputy and the TLRs are as follows:

Deputy – Core subject, SIG leader, Assessment in core subjects, Performance Management of some teachers

TLR 2 - Core subject, SIG leader, Assessment in Foundation subjects, Performance Management of some teachers

TLR 2 – Inclusion (incorporating SENCO & Gifted & Talented), Performance Management of support staff