



**Holbrook Primary School**  
**Pay Policy**

**September 2017**

**Introduction**

1. This policy sets out the framework for making decisions on pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document 2017 (**STPCD 2017**), the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book).
2. A School Pay Policy provides a policy framework within which the pay structure of the school will be determined, and conditions of service will be applied. The policy is freely available to all Governors, staff and other interested parties so that the process and policies for decision making are open and clearly understood by all who might have an interest in them, or be affected by them.
3. This document will be reviewed by governors in light of changes to national pay and conditions of service. In any event it will be reviewed annually.
4. This policy should be read in conjunction with this school's Performance Appraisal Policy, which sets out the framework for a clear and consistent assessment of the overall performance of all teachers in the school, including the leadership team, and for supporting their development needs within the context of the school's improvement plan and their own professional needs. All appraisals undertaken during the academic year 2017 -18 will produce recommendations for pay for the teacher, to take effect from 1<sup>st</sup> September 2018.
5. In adopting this pay policy, the aim is to:
  - Maximise the quality of teaching and learning at the school
  - Support the recruitment and retention of a high-quality workforce
  - Enable the school to recognise and reward staff appropriately for their contribution to the school
  - Ensure that decisions on pay are managed in a fair, just, transparent and objective way
6. Pay decisions at this school are made by the Governing Body. The Governing Body has established an appropriate committee with the necessary power to undertake consideration of salaries within the school. This is the Pay Committee which is made up of the non-teaching members of the Resource Management Committee; hereinafter referred to as the Governing Body in this document.
7. Headteacher and Leadership Group salaries will be determined by the Pay Committee on behalf of the Governing Body. Salaries of other staff will be determined through the performance appraisal process: the Headteacher will take any final decisions related to pay progression on behalf of the Governing Body.

**Equalities**

8. The Governing Body seeks to provide equality of opportunity for all staff regardless of race, gender, nationality, ethnic origin, marital status, disability, economic status, sexual orientation, age, trade union, political belief or responsibility for dependants. In matters related to staffing and pay it will act in accordance with the School's Equality Policy, and any other associated policy, including the School's Appointment Procedure.
9. The Governing Body recognises the implications of equal pay legislation. In this connection it recognises in complying with this legislation, the need to take into account comparisons with other schools.
10. The Governing Body will monitor the outcomes and impact of this policy on a regular basis, including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation. This information will be made available on request.

### **Pay Reviews**

11. The pay committee, on behalf of the Governing Body, will ensure that each teacher's salary, including the school's leadership team, is reviewed annually, with effect from 1 September and no later than 31 October each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled.
12. 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.
13. 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.

There are some circumstances, such as absence due to maternity or long-term sick leave, which will need to be considered on a case by case basis and adjustments made to ensure equality of opportunity.

### **Pay Relativity**

14. **The Pay Committee will** ensure that there is proper pay relativity between jobs within the school. Appropriate differentials will be created and maintained between jobs within the school, in a coherent rational structure, which addresses the need of the school as a whole and the need to reward individuals appropriately.

### **Safeguarding**

15. The Governing Body will operate salary safeguarding arrangements in line with the STPCD 2017.

### **Appeals**

16. The Governing Body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2 of the STPCD 2017. It is set out as an **Appendix 1** to this pay policy.

## **LEADERSHIP PAY**

17. Changes to the pay of leadership group members under the School Teachers' Pay and Conditions Document 2014 will **only** be applied to individuals appointed to a leadership post on or after 1<sup>st</sup> September 2014 or whose responsibilities have changed significantly after that date.

18. The Governing Body will determine individual pay ranges for Headteachers, Deputy and Assistant Headteachers within the broad pay range appropriate to the school's group size. The Headteacher pay range and leadership pay range effective from 1 September 2017 is attached at **Appendix 3**. In determining the individual pay ranges for leadership groups members it's noted;

19. The school group size will remain the main determinant of the Headteacher's salary.

20. The Headteacher will be on a seven point pay range. This will be separated by at least one clear point from any other leadership pay ranges.

21. Deputy Headteacher's will be on 5 point pay range that reflect the weight and challenge of the post and size and circumstances of the school. The Deputy Headteacher range will start at a higher point than the lowest point on Assistant Headteacher's range. And there should be no overlap with the Headteacher's pay range.

22. Assistant Headteacher's will be on a 5 point pay range that reflects the weight and challenge of the post and size and circumstances of the school. The Assistant Headteacher's range will start on at least the next leadership group pay spine point above the salary of the highest paid classroom teacher. i.e. UPS3 + Highest paid TLR + SEN Payment (if applicable).

23. In setting individual pay ranges within the leadership group it will only be in exceptional circumstances where the Headteacher's pay range is overlapped by the pay range of another member of the leadership group.

24. The Governing Body will only re-determine the pay range of a serving Headteacher if the responsibilities of the post change significantly or if it is required to maintain consistency with pay arrangements for new appointments to the leadership team made on or after 1<sup>st</sup> September 2017. In other circumstances, the appropriate provisions of the STPCD 2014 will continue to be applied unless specified otherwise within this policy.

25. When the school group size changes as a result of changes in pupil numbers the Governing Body will redetermine the Individual School Range (**ISR**) whenever they propose to appoint a new Headteacher or if they change the Headteacher group in other circumstances (including where the Headteacher becomes responsible for more than one school in a federation on a permanent basis).

26. When determining the salary of a new Headteacher, the Governing Body will take account of the full responsibilities of the post. A new Headteacher will be placed on any of the bottom four points of the ISR.

27. Where the Governing Body has previously determined an ISR the maximum of which exceeds the highest point on the leadership group pay spine, it will continue to

determine the value of each point above the highest point for so long as that ISR applies. When recalculating the ISR the governing body will follow the statutory requirements to establish a Headteacher's point on the new school group range.

28. Holbrook Primary School is designated as Group **size four**.

The pay range for Headteacher, Deputy Headteacher and Assistant Headteacher are as follows:

***Headteacher***

<b><i>Leadership Scale</i></b>	<b><i>21- 27</i></b>
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***Deputy Headteacher***

<b><i>Leadership Scale</i></b>	<b><i>14-18</i></b>
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***Assistant Headteacher***

<b><i>Leadership Scale</i></b>	<b><i>9-13</i></b>
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## **HEADTEACHER PAY**

### **Basic Pay Determination on Appointment after 1<sup>st</sup> September 2014**

29. For appointments on or after 1<sup>st</sup> September 2014, or where leadership responsibilities significantly change after this date, the Governing Body will take into account; all of the permanent responsibilities of the role, the challenges that are specific to the role and other considerations including recruitment and retention difficulties.
30. The Governing Body may decide that circumstances warrant setting the Headteacher's pay range up to 25 per cent above the maximum of the pay range for the school's group size. In exceptional circumstances and supported by a business case and external advice, it may be extended beyond that figure.
31. Discretionary payments to the Headteacher will only be made for clearly temporary additional responsibilities or duties which have not been previously taken into account when setting the individual pay range. These payments will not exceed 25 per cent of the annual salary which is otherwise payable to the Headteacher other than in wholly exceptional circumstances.

Examples may be:

- *The school is causing concern, without such payment the school would have substantial difficulty filling the vacant Headteacher's post,*
- *without such payment the school would have substantial difficulty retaining the existing Headteacher,*
- *the Headteacher is appointed as a temporary Headteacher of more than one school (maximum of 2 years),*
- *CPD undertaken outside of the school day, activities relating to the provision of initial teacher training, participation in out of school hours learning activity agreed*

*by the Governing Body, additional responsibilities/activities relating to the raising of educational standards at one or more additional schools (not if appointed as permanent or temporary Headteacher).*

- *If it is considered that there are exceptional circumstances, then the relevant committee will make a business case for the payment to the full Governing Body. The Governing Body will then seek external independent advice.*

### **Schools where the Headteacher is *permanently* accountable for more than one school**

32. Governing Bodies will arrange for a joint committee made up of governors from all the schools involved to be established to oversee the arrangements. This committee will have the power to deal with the pay and performance Appraisal of the Headteacher concerned. They will determine the pay range by the application of the total unit score of all the schools concerned. Any discretionary payments made will take account of the full responsibilities of the post.
33. Consideration will be given to the remuneration of other teachers who, as a result of the Headteacher's role are taking on additional responsibilities. This will be based on any additional responsibilities attached to the post (not the teacher).

### **Headteachers *temporarily* accountable for more than one school**

34. In such circumstances, such a role will be regarded as an acting headship on a temporary basis, will be time-limited, subject to regular reviews and will last no longer than 2 years.
35. In such temporary arrangements, the Headteacher is appointed on a fixed term variation of contract

### **Pay Progression based on Performance of the Leadership Group**

36. The provisions for pay progression apply to pay decisions for **all** members of the leadership group for September 2017.
37. Performance and Salary Reviews for members of the leadership group will take place every year. The Governing Body will have the discretion to award up to two performance points within the ISR for Head, Deputy/Assistant head ranges, where, having reviewed performance in the light of performance objectives set in the previous year in line with the School Improvement Plan, the Governing Body is satisfied that there has been "a sustained high quality of overall performance".
38. For performance reviews in 2017, reference will be made to the appropriate appraisal arrangements. Objectives will become progressively more challenging as the leadership group member gains experience and moves up their salary range.
39. The governing body will be the reviewer for the Headteacher, supported by an external independent adviser who will provide advice and support in relation to the performance Appraisal review. Objectives set for 2017/18 will link to the school improvement/development plans and self-evaluation. When making a determination in relation to performance points, consideration will be given to the Leadership Group Pay and Progression criteria, contained in paragraph 11 of the STPCD 2017 document.

## CLASSROOM TEACHERS

### Basic Pay Determination on Appointment

40. The Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment, it will determine the starting salary within that range to be offered to the successful candidate having regard to any qualifications or experience they may have which they consider of value. In making such determinations, the Governing Body may also take into account a range of factors, including:

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

*(The above options are for guidance only, are not intended to provide an exhaustive list and may not apply to all appointments)*

42. On appointment, the starting salary will be determined within the range offered at a point no less than the teacher's current salary.

43. Where an unqualified teacher becomes qualified whilst continuing to work at this school they will be paid at a salary on the qualified teacher range that is at least the same as the salary being paid to them on the unqualified range.

### Pay Progression based on Performance

44. 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.

45. The Governing Body will follow the provisions of the STPCD 2017, paragraph 19, and award a point on the main scale pay range, unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. This discretion will only normally be exercised in the context of the School's formal appraisal process. There is no provision within this STPCD 2017 for any movement down the pay spine.

46. With effect from 1 September 2017 the Governing Body will determine the school's own reference points. Consideration will be given to issues of equality and equal pay.

47. The pay scale for main pay range teacher's effective from 1 September 2017 in this school is:

<b>Point</b>	<b>£</b>
1 (Minimum)	£22,917
2	£24,485
3	£26,454
4	£28,489
5	£30,734
6 (Maximum)	£33,824

*(Based on STPCD 2017)*

48. Decisions regarding pay progression for September 2017 will be made with reference to the teacher's appraisal reports, where judgements of performance will be made against the objectives and relevant standards and the pay recommendations they contain. In the case of NQT's, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.
49. To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.

The evidence used will originate in the school's performance / appraisal process.

- Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Headteacher on behalf of the Governing Body, having regard to the appraisal report and taking 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.
- In this school, judgements of performance will be made against agreed performance appraisal objectives, linked to Teachers' Standards and school improvement priorities

## **Movement to the Upper Pay Range**

### **Applications and Evidence**

50. Teachers may apply to be paid on the upper pay range with effect from 1<sup>st</sup> September 2017 when they consider that they meet the criteria specified in the STPCD 2017 paragraph 15. On rare occasions, in light of their appraisal report, they may do so before they reach the maximum of the main pay range.
51. Applications may be made once every academic year by 31<sup>st</sup> October.
52. 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 upper pay range in that school or schools. This school will not be bound by any pay decision made by another school.
53. All applications should include the results of reviews or appraisals under the 2011 or 2012 regulations, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria, using evidence from the previous 2 consecutive years, taking into account any breaks in service).
54. Applications should be made to the Headteacher using the standard form provided at **Appendix 2**.

### **The Assessment**

55. An application from a qualified teacher will be successful where the Governing Body is satisfied that:
  - a) the teacher is highly competent in all elements of the relevant standards; and

- b) the teacher's achievements and contribution to the school are substantial and sustained.

56. For the purposes of this pay policy:

- *'Highly competent' means performance which is not only good but also enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice.*
- *'Substantial' means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning); and*
- *'Sustained' means that performance has been maintained over a period of 2 years.*

57. The application will be assessed robustly, transparently and equitably by the reviewer and the Headteacher. A response from the reviewer together with the opportunity of feedback (which will include the opportunity to present further evidence as appropriate) (under section 2.1 of the Appeals procedure attached at **Appendix 1**) will take place before a recommendation is made to the appropriate committee of the Governing Body.

Final recommendations from the reviewer (including recommending 'unsuccessful') will be made to the appropriate committee of the Governing Body within 20 working days.

58. Decisions and feedback will be provided by (Headteacher, Line Manager/Subject Leader) as soon as possible and within 10 working days of the decision. The feedback will cover reasons for the decision and the appeals arrangements open to the teacher. Any appeal against a decision not to move the teacher to the upper pay range will be heard under the school's pay appeal procedure, **Appendix 1**.

If successful, applicants will move to the upper pay range from the previous 1 September and will be placed onto Point 1 of the upper pay range. With effect from 1 September 2017 the Governing Body will determine the school's own reference points. Consideration will be given to issues of equality and equal pay.

The pay scale for upper pay range from 1 September 2017 in this school is:

<b>Point</b>	<b>£</b>
1 (Minimum)	£35,927
2	£37,258
3 (maximum)	£38,633

*(Based on STPCD 2017)*



## UNQUALIFIED TEACHERS

### Basic Pay Determination on Appointment

59. The Governing Body will pay any unqualified teacher in accordance with paragraph 17 of the STPCD 2017. The Governing Body will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience they may have, which they consider to be of value. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 22, of the STPCD 2017.
60. With effect from 1 September 2017 the Governing Body will determine the school's own reference points. Consideration will be given to issues of equality and equal pay. The pay range for unqualified teachers effective from 1 September 2017 in this school is:

<b>Point</b>	<b>£</b>
1 (Minimum)	£16,626
2	£18,560
3	£20,492
4	£22,426
5	£24,361
6 (maximum)	£26,295

*(Based on STPCD 2017)*

### Pay Progression based on Performance

61. The Governing Body will follow the provisions of the STPCD 2017 and award a point on the unqualified teacher scale (paragraph 19), unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The Governing Body will normally exercise this discretion only in the context of the school's formal appraisal process.
62. With effect from 1 September 2017, in order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives. To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.
63. The evidence used will originate in the performance appraisal cycle.
64. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher.

### Part Time Teachers

65. Part-time teachers will be paid on a pro-rata basis in relation to a full-time teacher in line with paragraph 41 of the STPCD 2017 and the Governing Body will provide them with a written statement detailing this. Any additional hours worked in the same role, in agreement with the part-time teacher, will be paid at the same rate.

66. Part-time teachers will not be required to work or attend non-pupil days, or parts of days, on days they do not normally work. It will be, however, open to a teacher to attend non-pupil days by mutual agreement with the Headteacher.

### Short Notice/Supply Teachers

67. 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.

### Pay increases arising from changes to the STPCD

68. All teachers are paid in accordance with the statutory provisions of the STPCD 2017 and should be aware that this is updated from time to time. Pay increase resulting from the annual School Teachers Review Body Report and within the STPCD 2017 will be applied to all pay scale points within the school.

### Allowances and Payments

69. Teachers on the Main Pay Spine or the Upper Pay Spine may be awarded the following:

### Teaching and Learning Responsibility Payments (TLRs)

70. The Governing Body can award a TLR payment to a classroom teacher for undertaking a sustained additional responsibility in the context of the staffing structure of the school, and in accordance with the criteria and provisions set out in the STPCD 2017, paragraph 20.

The value of TLR allowances to be paid at the school will be:

*TLR1: no less than £7,699 and no greater than £13,027*  
*TLR 2: no less than £2,667 and no greater than £6,217*

<b>Point</b>	<b>£</b>
<i>TLR 1a</i>	<i>£7,699</i>
<i>TLR 1b</i>	<i>£9,473</i>
<i>TLR 1c</i>	<i>£11,251</i>
<i>TLR 1d</i>	<i>£13,027</i>
<i>TLR 2a</i>	<i>£2,667</i>
<i>TLR 2b</i>	<i>£4,441</i>
<i>TLR 2c</i>	<i>£6,217</i>

*(Based on STPCD 2017)*

71. The Governing Body may consider awarding 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 will be no less than £529 and no greater than £2,630. The duration of the fixed term will be established at the outset and payment will be made on a monthly basis for the duration of the fixed term.

72. 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 TLR3.

## Special Needs Allowance

73. The Governing Body will award SEN allowances in accordance with the criteria and provisions set out in the STPCD 2017, paragraph 21.

74. The pay committee will award an SEN spot value allowance on a range of between £2,106 and £4,158 to any classroom teacher who meets the criteria as set out in paragraph 21 of the STPCD 2017.

## Acting Allowances

75. If a teacher is assigned and carries out the duties of a member of the leadership group, but has not been appointed as an acting Headteacher, Deputy Headteacher or Assistant Headteacher, the Governing Body must decide, within four weeks, whether the teacher should be paid an allowance based upon;

- The relevant point within the leadership group pay spine, as the Governing Body consider appropriate, which must be no lower than the minimum point of the ISR or the minimum point within either the Deputy/Assistant Headteacher range.
- The date from which the allowance will be paid, which can be a date on or after the teacher is first assigned and carries out the duties.

76. If the Governing Body decide not to pay an allowance but the teacher continues to be assigned and carry out the duties of a member of the leadership group the Governing Body can at any time determine whether or not an allowance will be paid.

## Additional Payments - Continuing professional development outside directed time; Initial teacher training activities; and out of school learning activities

77. The relevant body may make such payments as they see fit to a teacher, including a Headteacher, 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 voluntary out-of-school hours learning activity requiring a teacher's professional judgement, agreed between the teacher and the Headteacher or, in the case of the Headteacher, between the Headteacher and the relevant body;
- additional responsibilities and activities due to, or in respect of, the provision of services by the Headteacher relating to the raising of educational standards to one or more additional schools. (This does not apply to the provision of services by the Headteacher to the school in relation to which the Headteacher has been appointed either on a permanent or temporary basis).

78. The Governing Body/Pay Committee will make additional payments to teachers in accordance with the provisions of paragraph 26 of the STPCD 2017.

*Payment made on the basis of the teacher's current hourly rate as calculated using:* 
$$\frac{\text{annual salary}}{1265} = \text{hourly rate}$$

*A flat rate payment in line with the teacher's level of responsibility and the size of the commitment.*

79. Payments to full time classroom teachers will only be made in respect of those activities undertaken outside the 1265 hours of directed time and will recognise any preparation time required.

80. The Booster Rate will be applied to qualified and unqualified teachers working in summer and Easter School. Rates (September 2017).

Qualified Teacher = £ 29.3199

Unqualified Teacher = £ 23.8883

#### **Additional duties outside of the STPCD 2017**

81. Teachers and Headteachers will not be paid twice for the same time worked. The proportion of any payment for external services that should be paid to the teacher/Headteacher and the proportion that should be paid to the school will be agreed in advance in accordance with the determinations of the Governing Body. Payment to the individual teacher/Headteacher will be based on work, including preparation, done outside of normal school/working hours.

82. Any payment to a Headteacher under STPCD 2017 will be subject to the overall limit on discretionary payments.

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

83. The Governing Body will make such payments or provide such other financial assistance, support or benefits to a teacher as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers.

84. Where the Governing Body is making one or more such payments, or providing such financial assistance, support or benefits in one or more cases, they will conduct a regular formal review of all such awards. The Governing Body will make clear at the outset the expected duration of any such incentives and benefits, and the review date after which they may be withdrawn.

#### **Support staff**

85. The Governing Body 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 Governing Body 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 Local Authority, which the Governing Body consider appropriate for the post. In reaching its determination, the Governing Body will consider the advice of the Local Authority.