

Pay Policy for Teachers 2016

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1 INTRODUCTION

This Model Teachers Pay Policy and guidance has been determined by the Local Authority following discussions with recognised Trade Unions and Teachers' Associations. The Policy is recommended to all LA maintained Schools for adoption immediately.

It is important that this "Pay Policy for Teachers' 2016/17" is consistent with the schools "Performance Management Pay Policy", this model policy is specifically aimed at Maintained and Trust schools as they must adopt the School Teachers Pay and Conditions Document (STPCD).

Academies and Trust schools who intend not to adopt all of the STPCD 2016 document must ensure they consult fully with their staff and publish a Pay Policy reflecting the actual provisions being adopted. The School's ER Team are available to assist with this process.

This policy and guidance reflects the legal provisions of the Equal Pay Act 1970, Employment Relations Act 1999, Equality Act 2010, the Employment Rights Act 2008, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, School Teachers' Pay and Conditions Document 2016, The School Staffing (England) (Amended) Regulations 2012.

School days refers to days on which the School is open to pupils.

If the Governing Body/Headteacher are unclear about the application of this policy or guidance or are in dispute with a recognised Trade Union regarding its application, the Governing Body and/or Headteacher are advised to seek advice from School's Employee Relations Team.

2 PURPOSE

The purpose of this policy and guidance is to establish an open and transparent framework that enables the Governors and Headteacher to manage pay issues within the School and to ensure that staff are paid on a fair and equitable basis. This document also ensures consistency of treatment in dealing with the administration of pay matters including pay grievances.

3 SCOPE

This Policy applies to all *teaching* staff employed at St Ives Junior School.

4 POLICY STATEMENT

The Governors and Headteacher recognise the importance of determining a pay policy and administering pay in a way which aims to attract, motivate and retain the most suitable staff to fulfil the educational needs of pupils.

Governors will administer the policy and guidance in such a way that ensures all the legal provisions identified in the preamble are addressed. The operation of this policy and administration of pay will also necessarily take account of the School's budget considerations, the School Development Plan, School Performance Management Policy and any other relevant School policies and procedures.

Every effort will be made by the Governors and Headteacher to treat all staff in a fair and consistent manner in accordance with the principles of equal pay and equal opportunities.

In making decisions, the Governing Body (and its committees) is bound by the provisions of the School Teachers' Pay and Conditions Document 2016.

Before making any decisions in relation to pay matters, the Governing Body, or its committees, will ensure that it is aware of the full range of discretion available to it.

The Governing Body acknowledges the Department for Education (DfE) warning that pay discretion must not be exercised with the objective of increasing final salary for pension purposes. Teachers' Pensions Regulations allows the Secretary of State to intervene where there is evidence of an unreasonable increase in salary and may disregard for pension purposes any such award, specifically salary increases over 10% awarded in the teacher's final year will be disregarded by Teachers' Pensions.

Under the Freedom of Information Act 2000, the Governing Body should publish the Policy. Members of staff should be able to access the policy.

5 ADMINISTRATION AND IMPLEMENTATION OF THE PAY POLICY

The DfE "A guide to the law for School Governors" provides for certain issues to be delegated to committees (rather than be dealt with by the full Governing Body), and we recommend that the Governing Body delegates pay decisions to a Personnel Committee and, for appeals, a Personnel Appeals Committee.

5.1 Personnel Committee - Terms of Reference

It is recommended that the Personnel Committee has between three and five members of the Governing Body. Governors who sit upon this committee are not permitted to sit upon the Personnel Appeals Committee. Governors who have, or may have, a pecuniary interest must not sit on the Personnel Committee or the Appeals Committee. Teacher Governors are not precluded from being part of a committee which discusses the pay policy and its implementation, nor need they be precluded from reviewing the pay of staff other than themselves. They must not take part in discussions in which they have a direct or indirect pecuniary interest. Governing Bodies are advised when appointing the Personnel and Appeals Committees of the necessary numbers of Governors involved in each so as to ensure that both committees can be properly constituted from within the Governing Body. The Governing Body procedure regulations require a quorum of three Governors when deciding the size of your committee.

The Personnel Committee is responsible for the following:-

- To work within the parameters of the Teachers Pay Policy.
- To review each teacher's salary annually with effect from 1 September and no later than 31 October each year or at other times of the year to reflect significant changes in responsibilities.
- To ensure that the pay policy is applied in a fair, non-discriminatory, equitable and transparent manner whilst having due regard to confidentiality.
- To ensure that the pay policy meets the School's needs for the recruitment, retention and development of staff.
- To determine the appointment salaries for all staff.
- To achieve fair and consistent pay relativity between jobs within the School.
- To have regard in the salary structure to substantial increases in duties and responsibilities, whether temporary or permanent.
- To consider the outcome from the Headteacher's/Principal's performance management interview, including the appraisal statement and any supporting material from the two/three appointed Governors and to decide whether or not to increase the pay of the Headteacher/Principal.
- To consider the outcome of the Deputy/Assistant Headteacher/Principal performance management interviews including the appraisal statement(s) and any supporting material from the Headteacher/Principal and appointed Governors, and to decide whether or not to increase pay.
- To carry out an annual review of the School's staffing structure and pay.
- Maintain records of decision and recommendations made, demonstrating that all decisions are made objectively, fairly and in compliance with equalities legislation.
- An equality analysis can assist schools in identifying any potential inequality in individual decisions. This analysis may include:

- a breakdown of pay decisions according to age, disability, race, sex, part-time, fixed term workers (and any other protected characteristic which are applicable to the staffing profile).
- The reasons that teachers with different protected characteristics are rewarded differently, if that is the case.
- Whether teachers who share particular protected characteristics are being treated less favourably than other teachers.
- Comparisons year on year and any trends identified.
- To ensure a salary statement is issued to all teaching staff before the end of October and for leadership group before the end of December each year, or no later than one month after the salary determination, or when a teacher takes up a new post or where a teacher passes the threshold. The salary statement, which is a legal requirement, must set out how the member of staff's pay is made up, and in the case of Leadership Group Staff, the criteria upon which his/her salary will be reviewed in the future. Model pay statements can be accessed through the HR handbook pages on school messenger.

Any member of staff who has a grievance about his/her pay should notify the Clerk to Governors, in writing, stating the basis for requesting a review of his/her pay together with any supporting documentation they wish to submit. The Headteacher/Principal will normally make arrangements to convene a meeting of the Personnel Committee within ten school days of receiving the request. Should a Headteacher/Principal wish to raise a grievance, s/he should write to the Chair of Governors who will convene a personnel committee to consider the issue.

Any written documentation should be provided to the Personnel Committee at least five school days prior to the Committee meeting.

At the meeting of the Personnel Committee, the member of staff may be represented by a colleague or a Trade Union representative and may present his/her case in writing and/or orally. The member of staff may call witnesses in support of his/her case.

The Personnel Committee's decision will be confirmed in writing within five school days of the hearing.

5.2 Personnel Appeals Committee - Terms of Reference

This Committee shall have no fewer members than the Personnel Committee. Members of this Committee shall be Governors not previously involved in considering the case. Governors who have, or may have, a pecuniary interest must not sit on the Appeals Committee. This Committee will consider all appeals against pay or salary grading.

Employees shall have the right to appeal against decisions of the Personnel Committee to the Personnel Appeals Committee. Such appeals shall be made in writing to the Clerk to Governors, stating the basis of the appeal, within ten school working days of receipt of notification of the decision from the Personnel Committee. Appeals will normally be heard within twenty school working days of receipt of the request. The County Employee Relations Team are available for advice. Staff are entitled to be accompanied and supported by either a workplace colleague or a recognised trade union representative.

At the meeting of the Personnel Appeals Committee, the employee has the right to be represented by a colleague or Trade Union representative and may present her/his case in writing and/or orally. The employee may call witnesses and/or present documents in support of her/his case. The School's case will be presented by the Headteacher/Principal/Chair of the Personnel Committee.

Pay appeals decisions are final and binding on both parties and may not be reopened under grievance procedures. Grievance procedures should not be used for appeals against pay decisions.

The Personnel Appeals Committee's decision will be confirmed in writing within five school days of the hearing. The Appeals Committee decision shall be final.

The full guidance on appeals process is set out in point 19 of this policy.

6 SCHOOL TEACHERS' PAY

6.1 Timing of Salary Determination and Notification

As part of the Pay & Conditions Document, all qualified teachers' pay should be reviewed each year during September and a salary statement produced and issued to each teacher (para 3.4 of the STPCD). The salary statements for teachers should be issued to staff before the end of October and for leadership group before the end of December, or no later than one month after the salary determination.

For members of the Leadership Group, the statement should include: the Individual pay range, the salary including any performance related increase and the reason(s) for this, and the criteria on which the salary will be reviewed at the end of the next academic year.

For classroom teachers, the salary statement must include identification of the individual salary point on the mainscale or the individual salary on the Upper Pay Range and any allowances payable (for TLR awards this should include its value, the nature of the significant responsibility for which it was awarded, and for TLR3s, the date it will end and a statement to confirm that safeguarding will not apply). The salary statement should also identify any safeguarded amounts of money, whether the post is fixed term and the date the contract will come to an end. Details of where a copy of the school's staffing structure and pay policy can be obtained must also be included. Template salary statements can be access via school messenger ([link](#)).

Whilst qualified teachers remain in the same post (whether the qualified teacher is paid in accordance with the Leadership Group or classroom teacher), his/her salary can only be increased, at the discretion of the Personnel Committee, **on the 1 September**. The only exceptions are where the qualified teacher takes up a new post, and at any other time when provided for by the Document or by the Governing Body, in order to attract or retain a teacher, change the IPR which can be done at any time, and if the teacher is subject to the formal Capability procedure.

Where a teacher has joined the school part way through a performance management cycle, the governing body will, where necessary, seek evidence from the previous school to assist pay decisions.

6.2 Teachers who are on maternity/adoption/shared parental leave or long term disability or sickness absence

In accordance with the provisions of the Equalities Act, the school should ensure that the absent teacher receives fair treatment while ensuring the integrity of the school's performance management process.

It is unlawful for the school to deny a teacher an appraisal and subsequently pay progression decision because of maternity.

Similarly, the Equality Act requires the school to make reasonable adjustments to allow the same approach when a teacher returns from absence related to a disability.

In order to fulfil this duty when a teacher returns to work from maternity leave, adoption leave, shared parental leave or sickness absence related to a disability, the school will undertake the following approach:

If the employee is absent for less than 20 school weeks, the school will determine the outcome of the performance management review and pay progression on the evidence available for performance management cycle.

If the employee is absent for 20 school weeks or more, the school will determine the outcome of the performance management review and pay progression taking account of the previous performance management periods.

7 THE LEADERSHIP GROUP

It is a matter of discretion for a Governing Body whether or not it wishes to appoint any Deputy or Assistant Headteachers/Principals. Should the Governing Body decide to appoint a Deputy(ies) or Assistant Headteacher(s), a further title may be added to specify areas of responsibility e.g.: Assistant Headteacher (Curriculum Development).

Within any particular School, the Individual Pay Range (IPR) of the Headteacher/Principal would normally be higher and not overlap with the pay range(s) of any Deputy Headteacher(s)/Principals and/or Assistant Headteacher(s)/Principals. However, the pay ranges for any Deputy Headteacher(s)/Principal may in *exceptional circumstances* overlap with the Headteacher/Principal.

Qualified teachers appointed to the Leadership Group for the first time will take up a new contract. The new contract recognises the different whole School duties to be undertaken by members of the Leadership Group. Specifically, teachers employed on Leadership Group contracts will not be limited to the 1265 hours of directed time that applies to classroom teachers. As a consequence of the greater responsibilities placed upon members of the Leadership Group, they should receive a salary differential over the highest paid classroom teacher. See Appendix 2.1 for the current Leadership Group ranges. The STPCD no longer includes points within a range, as a guide only, the LGA discretion pay structure which includes points has been attached within this appendix.

7.1 Appointment of a New Headteacher or Principal

Prior to instigating a recruitment and selection process, the Governing Body will have to address a number of questions before reaching a decision on the salary of a new Headteacher/Principal. It is possible to delegate tasks to the Personnel Committee although the selection decision must be endorsed by the full Governing Body.

- What is the School's/Academies Headteacher Group?
- Choice of the Individual Pay Range (IPR)
- Choice of starting salary point within the IPR

Headteacher/Principals posts must be advertised nationally.

7.2 Pay on appointment

For appointments on or after 1 September 2014, the governing body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the head teacher (Part 2) and in accordance with paragraph 6:

- the pay committee will review the school's head teacher group and the head's Individual School Range (ISR) in accordance with STPCD paragraphs 6.1 – 6.6 (ordinary school), or paragraphs 7.1 – 7.9 (special school);
- if the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set an IPR in accordance with the provisions of STPCD paragraphs 6.6 and 7.9.
- the pay committee will have regard to the provisions of STPCD paragraph 10.1 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;
- the pay committee will exercise its discretion to set a Minimum & Maximum pay range from within the declared group size, the pay committee will then set the

starting salary from within that range..

- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 9.3. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement. In such circumstances where discretion is exercised by the governing body with regard to the Headteacher's pay, this will be formally discussed and agreed by the Governing Body and the rationale will be recorded in the minutes of the Governing Body meeting.

7.3 Determination of School/Academy Headteacher Group

Each Governing Body will need to assign their School/Academy to one of eight Headteacher Groups for salary purposes. For ordinary Schools/Academies, the determination of the Group is based upon the numbers of children at different key stages and the number of statements of special educational needs awarded to any children. Please see Appendix 1.1 which is a model for calculating an ordinary School's/Academies Group.

Governing Bodies of Special Schools shall assign the Academy/Academy to a Group by calculating a "modified total unit score". The calculation to determine the modified total unit score is based on the number of pupils at each key stage, to arrive at a total unit score, multiplied by a staff: pupil ratio modifier. In essence, the greater the proportion of staff to pupils, the higher the modifier and therefore the higher the modified total unit score (resulting in a higher School Group). Please see Appendix 1.2 which is a model for calculating a Special School's Group.

Since the 1 September 2014, the STPCD states that the pay range and allowances of those in post will only need to be reviewed when there are **significant** changes to responsibilities or the pay of all leadership posts are reviewed to maintain consistency of pay with new members appointed to the leadership group on or after 1 September 2014 (paras 4.1 and 4.2).

7.4 Individual Pay Range (IPR)

Having identified the appropriate **Group** for the School, the Governing Body will need to establish a **Minimum & Maximum** pay scale (STPCD 2016, paras 9.1 to 9.4). In deciding which Min – Max range (the range) to adopt, the Governing Body should take into account the following:-

- The permanent responsibilities of the role,
- The School's size relative to the Group and circumstances;
- Any changes in duties and responsibilities of the Headteacher/Principal; and
- The relative salary ranges of any other teachers appointed to the Leadership Group.

The range will normally fall within the Group range. Only in exceptional circumstances can the range exceed the Group range (STPCD para 9.3), in such circumstances the governing body must seek external independent advice before providing such an agreement.

The guidance issued with the STPCD 2016 document states "The expectation is that the remuneration paid to a Headteacher/Principal as a result of the determination of the range should cover the Headteacher's/Principal's full role as set out in Part 7 of the document".

See Appendix 2.1 for the current Leadership Group ranges. Included in this appendix is the pay range which has produced by the Local Government Association with discretionary points for 2016/17. Governing bodies may use this to assist in their decision making but they have the discretion to adopt a pay range with any salary value, as deemed as appropriate, within the group range.

7.5 Choice of Starting Salary on appointment

Having decided upon the individual pay range, the Governing Body will then determine a starting salary taking into account the following requirements:-

- The Headteacher's/Principal's salary should be within the range;
- the permanent responsibilities of the role, the complexity and challenges of the role in the particular context of the school;
- the candidate's existing salary (if currently employed), and his/her skills, knowledge and experience and any other relevant factors which relate to the preferred candidate's ability to meet the requirements of the role and may support the appointment above the minimum of the range; and
- there is appropriate scope within the range to allow for performance-related progress over time.

7.6 Existing Headteachers/Principals

With effect from 1 September each year, Governing Bodies are required by the Document to (para 11 STPCD 2016):-

Review the Headteacher's/Principal's performance against previously set targets. Governing Bodies have total discretion whether or not to award Headteachers/Principals an increase, **to be clear the Governing body has the flexibility to decide upon the size of the increase within the salary range.** To achieve progression, the Document requires individuals on the leadership pay range to have demonstrated sustained high quality performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance. The award would be effective from 1 September. Governors are advised to seek help and guidance from the School Effectiveness department, including Employee Relations for comparative data, to assist them in reviewing performance against previously set targets and for setting new performance objectives for the forthcoming year. Targets will normally be agreed with the Headteacher/Principal and be based on the School's/Academies Performance Management Policy.

The governing body will determine the salary of a serving head teacher.

- the pay committee will review the headteacher's pay in accordance with paragraph 11 of the STPCD. Pay progression must be related to the sustained high quality of performance of the individual Headteacher having regard to the most recent appraisal carried out in accordance with the 2012 or 2011 Regulations and any recommendation on pay progression in the head teacher's most recent appraisal report must be considered by the relevant body.

7.7 Changes to Individual Pay Ranges and Leadership Pay from Sept 2016

The Governing body has the discretion to review the **individual pay ranges minimum and maximum** at any stage if:

- The responsibilities have **significantly** changed on or after 1 September 2014 particularly with regard to the extent the change creates new levels of accountability or responsibility for the leadership group member(s);
- The school's group size has changed;
- The pay ranges of any Deputy or Assistant Headteacher/Principal appointed on or after 1 September 2014, impinge upon the range.

If the pay committee makes a determination to change the range, it will determine the headteacher's range within the group range for the school, in accordance with paragraphs 4 – 10 (set out in points 7.3 – 7.5 above).

The range will normally fall within the Group range. Only in exceptional circumstances can the range exceed the Group range (STPCD para 9.3). The total sum of salary and other payments made to a Headteacher must not exceed 25% above the maximum of the Headteacher group, except in accordance with STPCD para 10.4, whereby appropriate external advice is sought by the governing body.

7.8 Discretionary payments to Headteachers/Principals

In accordance with STPCD para 10, Governing bodies may award extra payments to Headteachers/Principals up to 25% above the Headteachers/Principals current IPR (which must not exceed 25% above the maximum of the Headteacher group) for the following reasons:

- Residential duties (other than where they are a requirement of the post)
- Relocation payments
- Temporary responsibilities or duties that are in addition to the post for which their salary has been determined.

It should be “wholly exceptional” for the maximum of the pay range to be more than an additional 25% higher than the maximum of the Headteacher group. If the governing body determine this is the case, they will need to seek appropriate external independent advice who can consider whether it is justifiable (para STPCD para 10.4).

7.9 Executive Headships/Principals

Where the Headteacher/Principal is appointed on a permanent basis as a Headteacher/Principal of more than one school the Governing Body must determine the range by the application of the total unit score of all of the schools calculated in accordance with paragraphs 6.6 of the STPCD 2016 document, Part 2.

7.10 Headteachers/Principals temporarily accountable for more than one school

If the head teacher takes on temporary accountability for one or more additional schools, the pay committee will consider awarding a discretionary payment under paragraph 7.9 and 10.

In a school where there is a vacancy in the post of headteacher/principal and it is not possible to appoint a deputy head or another member of the teaching staff to take on the position of acting head, a headteacher/principal of another school may be appointed to have responsibility on a temporary basis, in addition to their continuing role as the head teacher/principal of their own school. This temporary arrangement should be no longer than two years and subject to regular review. Under the Collaboration Regulations 2003 the governing bodies may arrange for a joint committee made up of governors from all the schools involved to be established to oversee the arrangement. The headteacher should be given a temporary variation to contract, any adjustment to their pay will not be subject to safeguarding provisions when the arrangement comes to an end.

7.11 Appointment of a New Deputy or Assistant Headteacher/Principal

In deciding which the individual pay range to adopt for any Deputy or Assistant Headteacher/Principal, the Governing Body/ Personnel Committee with delegated responsibilities, should take into account the following:

- That the minimum of the pay range should be higher than the salary of the highest paid classroom teacher;
- The maximum of the pay range must not exceed the maximum of the headteacher group and the maximum of the range should be below the minimum of the salary range of the Headteacher/Principal’s pay range, however in exceptional circumstances the maximum of the range may overlap (STPCD para 9.4);

- the permanent responsibilities of the role, any challenges of the role in the particular context of the school; and
- The relative salary ranges of any other teachers appointed to the Leadership Group

7.12 Choice of Starting Salary Point for New Deputy or Assistant Headteacher/Principal

Having decided upon the individual pay range, the Governing Body will then position the Deputy or Assistant Headteacher/Principal on a salary taking into account the following requirement:

- The Deputy or Assistant Headteacher's salary should be within the pay range;
- the candidate's existing salary (if currently employed), and his/her skills, knowledge and experience and any other relevant factors which relate to the preferred candidate's ability to meet the requirements of the role and may support the appointment above the minimum of the range; and
- there is appropriate scope within the range to allow for performance-related progress over time.

7.13 Existing Deputy or Assistant Headteacher/Principal

With effect from 1 September each year, Governing Bodies in consultation with the Headteacher/Principal are required by the Document to:-

- Review the Deputy or Assistant Headteacher's/Principal's performance against previously set targets. Governing Bodies have total discretion whether or not to award Deputy or Assistant Headteacher/Principal an increase from within the minimum and maximum of the declared range. To achieve progression, the Document requires individuals on the leadership spine to have demonstrated sustained high quality performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance. The award would be effective from 1 September. Governors are advised to seek help and guidance from the School Improvement departments, including Cornwall Councils ER Services for comparative data, only for achieving or progression towards targets in any year. The awards would normally be effective from 1 September. Targets will normally be agreed with the employee and be based on the School's/Academies Performance Management Policy.

7.14 Changes to Individual Pay Ranges and Leadership Pay from Sept 2016

The Governing body has the discretion to review the **individual pay ranges minimum and maximum** at any stage in response to **significant** changes to the schools circumstances, as such if the Governing body decide to change the range then it should be applied to any review following that determination.

The Governing Body can only adjust the pay range:-

- Where there is a **significant** change in the responsibilities of the post of a serving Deputy or Assistant Headteacher/Principal on or after 1 September 2014 particularly with regard to the extent the change creates new levels of accountability or responsibility for the leadership group member(s); and
- If there is a need to adjust the pay range to maintain consistency with the salary of any newly appointed or promoted classroom teacher or any newly appointed or promoted Assistant Headteacher/Principal.

If the pay committee makes a determination to change the range, it will determine the deputy or assistant Headteacher/ Principal's range within the group range for the school, in accordance with point 7.11 above.

7.15 Impact of a Reduction in Group Size upon the Leadership Group

Should a school/academy be assigned to a lower Group, the Headteacher/Principal serving at the School/Academy, shall, while s/he remains in post at that School/Academy, continue to receive the existing pay point on the spine but the Governing Body must review the pay range.

7.16 Acting Up Allowance

In accordance with the provisions of the Document (para 23) relating to the payment of temporary or acting allowances, Governors will pay any teacher (including classroom teachers), who for any prolonged period (defined as a period of four school weeks or more), is required to carry out the full range of duties of an Assistant, Deputy, Headteacher/Principal or a classroom teacher with paid additional responsibility. Normally the person acting up shall be paid the minimum of the pay range appropriate to the post, however the Governing Body may determine a higher salary if appropriate. Once an acting-up allowance becomes due, the salary enhancement is paid retrospectively from the beginning of the period of cover.

8 QUALIFIED CLASSROOM TEACHERS

Qualified teachers currently employed in this school will progress, subject to performance being qualified as good or above, along the main scale (1 – 6) covering all classroom teachers. In addition, there are TLR payments, recruitment and retention payments and SEN allowances. This section will provide information and advice about each of these aspects in turn.

2016/17 Pay scale:

Pay Structure for Qualified Teachers

(other than Leadership Group members and Leading Practitioners)

	2015	2016 1% uplift to all points including mid range points (decision on progression to the next pay point are based on performance)
Point 1	£22,244	£22,467
Point 1a	£23,121	£23,352
Point 2	£24,002	£24,242
Point 2a	£24,966	£25,217
Point 3	£25,931	£26,190
Point 3a	£26,928	£27,197
Point 4	£27,927	£28,206
Point 4a	£29,026	£29,317
Point 5	£30,127	£30,429
Point 5a	£31,317	£31,631
Point 6	£32,831	£33,160

8.1 Pay on appointment

The governing body supports the principle of pay portability, meaning that any new employees will be paid at the level commensurate with their existing point on the main scale or Upper Pay Range. Pay on appointment for new teachers to this school will be based on the 11 point scale.

For those teachers who are **not** newly qualified, Governors should recognise previous teaching experience including service at other maintained Schools in England and Wales, service at MOD Schools and the CPR Success Zone. Any decision to this effect will be made by the pay committee. Governors should be aware that if they exercise such discretion, any point(s) awarded are permanent. Consistency in the application of this discretion is important.

8.2 Qualifications

Governors will pay newly qualified teachers point 1 of the classroom teachers' spine unless the teacher has relevant experience which the Governing Body wishes to recognise and reward (see below).

8.3 Experience

For newly qualified teachers, Governors can recognise experience other than employment as a teacher which they consider to be relevant and therefore start the teacher on a salary above point 1 e.g. a Governing Body may credit a teacher who has worked in a relevant establishment overseas with additional years.

For those teachers who are **not** newly qualified, Governors should recognise previous experience - see para 8.1 above on pay portability.

The governing body will, if necessary, use its discretion to award a recruitment incentive benefit (para 27 STPCD 2016/ para 13 below) to secure the candidate of its choice. The Headteacher, with the agreement of the chair of governors, will have delegated powers to this effect. This may take account of:

- 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.

8.4 Pay determinations for existing main-scale teachers

The pay committee will use reference points. Therefore the pay scale for main pay range teachers in this school is: £22,467 - £33,160 (11 points)

The governing body will follow the provisions of the Document **2016**.

The governing body will award one full point on the main-scale pay range based on a successful performance management review.

The governing body will only exercise their discretion to withhold pay progression where a significant performance concern exists, despite the concern having been identified, raised with the member of staff and if any additional support is deemed necessary before the end of the performance management cycles, the teacher and their line manager should consider how this should be delivered.

The school should manage the performance management process so that there are no surprises at the end of the year – throughout the performance management cycle both the teacher and the line manager should understand what objectives are in place, the evidence that will be used and the criteria to assess performance, and progress towards meeting these.

To be clear, a teacher will progress by one full point if they have made at least good progress towards their objectives and have shown that they are competent in all elements of the Teachers' Standards. Teaching should be at least 'good', as defined by Ofsted.

Performance assessment judgements will be properly rooted on a broad and transparent evidence base. As a teacher moves up the main pay range, this broad evidence base should show:

- an increasing impact on pupil progress
- an increasing impact on wider outcome for pupils
- improvements in specific elements of practice, such as behaviour management or lesson planning
- an increasing impact on effectiveness of teachers or other staff
- an increasing impact on the wider contribution to the work of the school

Furthermore, schools can award more than this for 'outstanding' performance. If the overall assessment of performance as per the performance targets, demonstrates that a teacher has shown exceptional performance, the pay committee, on the advice of the Headteacher, may award enhanced pay progression of an additional half point or whole point.

In such cases, a teacher who is assessed as 'outstanding' should have clear evidence which might include:

- they exceed all their objectives
- teaching is assessed as Outstanding
- they demonstrate a strong commitment to the school and going above and beyond expectations
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

Further information, including sources of evidence is contained in the school's performance management policy.

The pay committee will be advised by the head teacher in making all such decisions. The outcome (ie: 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 and clear records should be maintained.

The award is permanent and pensionable and will count towards a teacher's eligibility for threshold assessment.

9.0 Upper Pay Range teachers

Upper Pay Range £35,571 to £38,250

9.1 Applications to be Paid on the Upper Pay Range

Any qualified teacher may apply to be paid on the upper pay range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This school will not be bound by any pay decision made by another school.

All applications should include the results of appraisals for the 2 previous appraisal cycles under the Appraisal Regulations 2012, including any recommendation on pay. Where

that information is not applicable or available a statement of evidence to demonstrate that the applicant has met the assessment criteria.

In order for the assessment to be robust and transparent, it will be a broad evidence-based process only. Teachers therefore should ensure documentary evidence supporting the summary in the written application is available on request in the assessment of the 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.

9.2 Process:

One application may be submitted annually. The closing date for applications is normally 31st October each year; however, exceptions will be made in particular circumstances, eg those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's application form (template attached in Appendix 5);
- Submit the application form and supporting evidence to the head teacher by the cut-off date of 31st October.
- The Headteacher will assess each Threshold application within 20 school days will make a recommendation to the governors pay committee;
- The pay committee will make the final decision, advised by the head teacher;
- Teachers will receive written notification within 20 working days of the outcome of this decision. 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 which will be provided by the Headteacher. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback to successful and unsuccessful applicants should be sensitive, informative and developmental. Feedback should link effectively to the School's Performance Management arrangements and should enable the teacher and his/her manager to identify clear priorities for professional development.
- Successful applicants will move to the minimum of the UPR on 1 September.
- Unsuccessful applicants can appeal the decision. **The appeals process is set out at section 19 of this pay policy.**
- Applying teachers who work at two or more schools should apply to the school at which they work at for the majority of their time. If the balance between two schools is equal then the application should be made to the school where they have worked the longest. The teacher can only make one application per round.
- Increases in pay for the successful candidates will take effect on 1st September in the year of application.

9.3 Assessment

The teacher will be required to meet the criteria set out in paragraph 15 of the STPCD, namely that:

- the teacher is highly competent in all elements of the Teacher Standards; and
- the teacher's achievements and contribution to the school are substantial and sustained.

This means:

"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 the raising of pupil standards and the effectiveness of staff and colleagues by providing a role model for teaching and learning.

“Sustained”: the teacher must have had two consecutive successful appraisal reports in this school 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 is consistently good to outstanding.

Further information, including information on sources of evidence is contained within the school’s performance management policy.

9.5 Pay determinations for existing UPR teachers

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:

- paragraph 19 of the Document 2016;
- the evidence base, which should show that the teacher has had a successful performance review and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in point 9.3 above, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher’s achievements and contribution to the school are substantial and sustained.

Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. Performance assessment judgements must be based on a broad evidence base, taking into account all aspects of the teacher’s performance and should be assessed against the expectations of a UPR teacher – please see Appendix 2 for guidance in this respect. The pay committee will be able to objectively justify its decisions.

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.

Further information, including sources of evidence is contained within the school’s performance management policy.

The pay committee will be advised by the Headteacher in making all such decisions.

Further useful information is available from the NASUWT/NUT document which is appended to this document.

10 Performance Management

Revised appraisal arrangements came into force with effect from 1 September 2012. They are set out in the Education (School Teachers’ Appraisal) (England) Regulations 2012 (the Appraisal Regulations) which replace the Education (School Teacher Performance Management) (England) Regulations 2006 (the 2006 Regulations). The 2006 Regulations continue to apply to any performance management cycle which is in progress on 1 September 2012, unless the governing body or local authority decides to end that cycle early and to begin a new appraisal period starting on or after that date.

The Appraisal Regulations set out the principles that apply to teachers in all maintained schools and unattached teachers employed by a local authority, in each case where they are employed for one term or more. They retain the key elements of the 2006

Regulations but allow schools more freedom to design arrangements to suit their own individual circumstances. They provide the minimum national framework within which schools should operate and say nothing, or very little, on many subjects on which the 2006 Regulations made detailed provision. If they wish, schools may include in their own policies details that are no longer covered by the Appraisal Regulations.

Schools and Local Authorities must stay within the legal framework set out in the Appraisal Regulations and in other relevant legislation that affects all employers (for example legislation on equality, employment protection and data protection).

Schools, Academies and Local Authorities must have a Performance Management Policy for teachers and a Capability Policy covering all staff which deals with lack of capability. These model policies apply to teachers, including Headteachers/principals, and to all support staff employed at the school. They have been written in the context of schools, but the same principles apply to unattached teachers. It is good practice for schools to consult staff on their performance management and capability policies.

These policies are recommended for adoption to all schools & academies in Cornwall. Should schools or academies choose to develop different arrangements to those outlined in this document; they will need to re-open trade union negotiations on an individual basis.

Decisions relating to future objectives should be discussed in the light of the new Teachers Standards, the Schools development plan and any other teaching and learning based objective applicable to the academy.

As a consequence future reviews, mid year, termly should be based upon the new regulations.

11 Stepping Down Arrangements

A teacher must be paid on the Upper Pay Range if:

- they were formerly paid as a member of the leadership group in that school and have been employed without a break in service and were first appointed on or after 1 September 2000, and occupied the leadership post for one year or more (STPCD 2016, para 15.2(c));
- they were formerly paid on the pay range for leading practitioners for one year or more.

For those teachers who have already progressed to the UPR, they will revert to that level if they step down from their leadership or leading practitioner post for the same school/employer. Governors do have the discretion to revert the teacher to a point higher than the minimum if their performance justifies the increase taking account of paras 9.3 and 9.4 above.

12 Teaching and Learning Responsibility Payments (TLRs)

Governing bodies may award a TLR payment to a classroom teacher for undertaking sustained additional responsibility, in accordance with STPCD para 20. Unqualified teachers may not be awarded TLRs.

The Governing Body with the Headteacher should determine the management structure. The structure must be discussed by each school with their staff and relevant trade unions and published as part of the WSPP therefore the duties and responsibilities and payments will need to be clear and defined. The Governing Body with the Headteacher will then allocate the appropriate TLR level and payment in accordance with the guidance set out in the Document.

The levels would be distinctive and specific to the post and therefore unless there were changes to the responsibilities, progression up the levels would not be available.

- (a) the annual value of a TLR1 shall be no less than £7,622 and no greater than £12,898;
- (b) the annual value of a TLR2 shall be no less than £2,640 and no greater than £6,450; and
- (c) the Governing body may decide upon the level of payment within the TLR minimum and maximums taking into account the different levels of responsibility and equality issues.

The pay committee may award a TLR3 of between £523 to £2,603 p/a for the duration of a clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in paragraph 20.3. The Headteacher on behalf of governors, 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 pay protection will apply in relation to an award of a TLR3. The relevant body should not award consecutive TLR3s for the same responsibility (STPCD, para 53).

A teacher cannot hold a TLR1 and TLR2 concurrently but those recipients may also receive a TLR3 payment.

Before awarding a TLR the relevant body must be satisfied that the teacher's duties include a significant responsibility that is 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 judgement;
- (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; and
- (e) involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a **TLR1**, the Governing Body must be satisfied that the sustained, additional responsibility referred to above includes line management responsibility for a significant number of people and this is defined as at least 3 members of staff.

Points (c) and (e) above do not have to apply to the award of a TLR3 payment.

The existing TLRs 1 and 2 remain permanent awards whilst the teacher remains in post. They can only be awarded on a temporary basis if the teacher is temporarily covering a post on the school staffing structure where the holder of that post is absent eg on maternity leave or away on a secondment.

13 Recruitment and Retention Incentives and Benefits

The Governing Body, and where they are the teacher's employers the Authority, may as an incentive for the recruitment of new staff and the retention in their service of existing teachers make payments or provide other financial assistance, support or benefits to a teacher. These payments may be made in relation to:

- the provision of housing;
- relocation expenses;
- travel expenses incurred in journeys to and from work;
- a recruitment or retention allowance. (With effect from 1st September 2014, such payments are not bound by the previous three year limitation rule. 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 will be withdrawn.)

In accordance with the STPCD 2016 (para 27.3), Headteachers, deputies and assistant headteachers may not be awarded R&R payments other than as reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations – including non-monetary benefits – must be taken into account when determining the pay range. If a R&R payment has been awarded under a previous Document, subject to review, governors may continue to make the payment at its existing value until such time as the pay range is reviewed under this Document.

Under the previous Documents, any award to a headteacher/principal including non-monetary benefits (for which a notional monetary value must be given), is subject to the overall 25% limit on discretionary payments and should not result in the headteacher/principal being paid an amount in respect of the same circumstance or reason.

In each and every case where a Governing Body is considering making such a payment, it is strongly recommended that the Governing Body seeks advice from HR and/or the County Treasurer to ensure compliance with the Council's financial regulations.

14 Special Educational Needs (SEN)

The pay committee will award an SEN spot value allowance on a range of between £2,085 and £4,116 to any classroom teacher who meets the criteria as set out in paragraph 21 of the Document.

The Governing Body must award a SEN allowance to a classroom teacher:-

- (a) in any SEN post that requires a mandatory SEN qualification;
- (b) in a special school;
- (c) who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service;
- (d) in any non-designated setting (including any short stay school in England) that is similar to a designated special class or unit, where the post:-
 - (i) involves a substantial element of working directly with children with special educational needs;
 - (ii) requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs; and
 - (iii) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit or service.

Where a SEN allowance is to be paid, the Governing Body must determine the spot value of the allowance, taking into account the structure of the school's SEN provision and the following factors:-

- (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.

The Governing Body must set out in its pay policy the arrangements for rewarding classroom teachers with SEN responsibilities.

15 Safeguarding

15.1 General circumstances in which safeguarding applies to all teachers

STPCD, paragraphs 30 to 38 apply to a teacher in the following circumstances:

- (a) The teacher loses a post as a result of:
 - (i) a reorganisation of a school; or

(ii) the closure or reorganisation of any other educational establishment or service, and takes up a new post on or after 1 January 2006 and is employed by the same authority or at a school maintained by the same authority, and in the case of a teacher within sub-paragraph (ii) the new post is at a different school;

(b) The governing body determines, whether as a result of a change to their pay policy or to the school's staffing structure, that the duties for which the teacher was awarded a TLR1 or TLR2 or an unqualified teacher's allowance are no longer to include the responsibility for which the respective allowance was awarded or are to include a different responsibility, or the responsibility (whether or not it has changed) merits an allowance of a lower annual value; or,

(c) The governing body determines to

- i. reduce the number of members of the leadership group or teachers paid on the range for leading practitioners; or
- ii. to lower a pay range applicable to a member of the leadership group or a teacher on the pay range for leading practitioner

15.2 Entitlement to a safeguarding sum

A teacher who falls within para 30.1 (a)/ point 15.1 (a) above:

(a) shall be paid the amount (if any) by which the pre-safeguarding salary payable to the teacher immediately before the circumstances in paragraph 15.1 took effect exceeds the salary payable to the teacher in to the new post;

(b) shall be paid the amount (if any) by which TLR1 or TLR2 payable to the teacher immediately before the circumstances in paragraph 15.1 (a) took effect exceeds the teacher's TLR payment in the new post (if any);

(c) shall be paid the amount (if any) by which any SEN allowance payable to the teacher immediately before the circumstances in paragraph 15.1 (a) took effect exceeds the teacher's SEN allowance in the new post (if any); and

(d) shall be paid the amount (if any) by which any allowance payable to the teacher under point 16.3 (below) (STPCD para 22) immediately before the circumstances in para 15.1(a) took effect exceeds the allowance payable to the teacher in the new post (if any).

15.2.1 A teacher falling within paragraph 15.1 (b) shall be paid the difference between an allowance to which they were entitled prior to the event or events in 15.1(b) occurring and any lower allowance of the like kind which the teacher is to receive to take account of the event or events. TLR1s and TLR2s awarded to teachers employed under a fixed-term contract or whilst they occupy another post in the absence of a post-holder must not be safeguarded after the fixed-term contract expires or the post ceases to be occupied.

15.2.2 A teacher whose salary is reduced as a result of a circumstance described in para 15.1(c) shall be paid the difference between the salary to which the teacher was entitled immediately before the said circumstances took effect and the value of the teacher's new salary together with, in the case of a teacher to whom para 15.1(c)(i) applies, any TLR1, TLR2 or SEN allowance.

15.2.3 Each payment made in accordance with paragraphs 15.1 (a),(b), (c) or (d), 15.2.1 or 15.2.2 shall be known as a safeguarded sum and a teacher falling within more than one of those paragraphs is entitled to a safeguarded sum under each paragraph.

15.3 Notification of safeguarding

Where a safeguarded sum is payable as a result of a circumstance described above, the governing body must notify the teacher in writing, within one month of taking the

decision the effect of which is that the safeguarded sum is payable ("the decision") or (if earlier) when making a notification in accordance with paragraph 15.1, of –

- (a) the reason for the decision;
- (b) the date on which the decision will take effect (if known);
- (c) the value of the teacher's pre-safeguarding salary
- (d) the value of any allowances to which the teacher was entitled before the said circumstance took effect;
- (e) the safeguarded sum or (if not then known) such information as it is reasonably possible to provide in order to determine the maximum amount of the safeguarded sum;
- (f) the date or, if applicable, the latest date on which the safeguarding period (as defined in paragraph 15.4 below) will end, or the circumstance the occurrence of which will result in payment of the safeguarded sum ending;
- (g) where a copy of the school's staffing structure and pay policy may be inspected.

15.4 The safeguarding period

Unless otherwise provided for in this document, the governing body must pay the safeguarded sum until –

- (a) the date on which the safeguarding period ends, being the third anniversary of the date on which a teacher subject to the teacher starting work in a new post;
- (b) where a safeguarded sum is paid in respect of an allowance awarded to a teacher or a post held by a teacher for a fixed period or to a teacher employed under a fixed term contract, the date on which that fixed period or fixed term contract expires;
- (c) where a safeguarded sum is awarded in respect of a payment or allowance awarded to a teacher whilst occupying another post in the absence of the post-holder, the date on which the entitlement to the allowance would have ended but for the circumstances which gave rise to the entitlement to the safeguarded sum;
- (d) in the case of a teacher who is paid a safeguarded sum under 15.1 the teacher is placed on a salary on a different pay range (except a classroom teacher who is placed for the first time on the upper pay range or a teacher to whom the circumstance described in para 15.1 (c) subsequently apply);
- (e) in the case of a teacher who is paid a safeguarded sum, the teacher is awarded an increased salary the value of which exceeds the combined value of the pre-safeguarding salary and any one or more of the safeguarded sums so payable.
- (f) in the case of a teacher who is paid a safeguarded sum under para 15.2.1:
 - (i) the teacher is awarded a TLR1 or TLR2 or an unqualified teacher's allowance which equals or exceeds the total of the said safeguarded sum and the reduced allowance (if any) by reason of which the said safeguarded sum is paid; or
 - (ii) the teacher is awarded a salary which, combined with the value of any new payment, equals or exceeds the total of the pre-safeguarding salary and the safeguarded sum.
- (g) in the case of a teacher who is paid a safeguarded sum as a result of a circumstance described in paragraph 15.1(c)(i), the teacher is awarded a higher salary or a TLR or SEN allowance, such that the combined value of the teacher's resulting salary, TLR and / or SEN allowance is equal to or exceeds the teacher's pre-safeguarding salary.
- (h) in the case of a teacher who is paid a safeguarded sum as a result of a circumstance described in paragraph 15.1(c)(ii), the teacher is awarded a salary which equals or exceeds the teacher's pre-safeguarding salary.
- (i) in the case of a teacher in receipt of a safeguard sum in respect of an unqualified teacher's allowance, the teacher ceases to be an unqualified teacher; or

(j) the teacher ceases to be a classroom teacher or their employment ends other than in circumstances to which paragraph 15.1 applies,

whichever is the first to occur.

15.5 Calculating relevant dates

For the purposes of calculating the third anniversary of the relevant date as referred to in paragraph 15.1(a), the relevant date is as follows –

(a) In respect of a decision taken between 1 September and 31 December, the following 1 January;

(b) In respect of a decision taken between 1 January and 31 March, the following 1 April; and

(c) In respect of a decision taken between 1 April and 31 August, the following 1 September.

15.6 Suspension and partial reduction of the safeguarded sum

STPCD 2016, para 35, covers the circumstances whereby the safeguarding sum may be reduced or suspended to the payment of an allowance or the teacher carries out a leadership post or a leading practitioner post on a temporary basis.

15.7 Additional duties

If the total of all safeguarded sums payable to a teacher from time to time exceeds £500, the governing body must review the teacher's assigned duties and allocate such additional duties to the teacher as they reasonably consider are appropriate and commensurate with the safeguarded sum, for as long as the teacher continues to be paid safeguarded sums which in total exceed £500.

The teacher shall not be paid any safeguarded sums if the teacher unreasonably refuses to carry out such additional duties, provided that the teacher is notified of the relevant body's decision to cease paying the safeguarded sums at least one month before it is implemented.

For detailed guidance Headteachers should refer to the STPCD 2016, Part 5.

16 LEADING PRACTITIONERS

The governing body will take account of paragraph 16 of the Document when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- modelling excellence in teaching and leading improvement of teaching skills;
- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- coaching, mentoring and induction of teachers, including trainees and NQTs
- disseminating materials and advising on practice, research and continuing professional development provision;
- assessment and impact evaluation, including through demonstration lessons and classroom observation;
- helping teachers who are experiencing difficulties;
- have sustained track record of successful performance as a teacher on the upper pay range;
- professional responsibilities of a teacher other than a Headteacher, including those responsibilities delegated by the Headteacher;
- leading the improvement of teaching skills within school [and within the wider school community, if applicable].

16.1 Pay on appointment

The pay committee will determine a pay range of £38,984 - £59,264 pa for each leading practitioner post in accordance with paragraph 16 of the Document and as follows:

- the challenges and demands of the post;
- relevant skills and experience of the candidate;
- Pay relativities within the staffing structure in order to attract and retain suitable applicants;
- Different posts in the same school may be paid on different individual pay ranges within the leading practitioner pay range; and
- The governing body must ensure that there is appropriate scope within each individual pay range to allow for performance related progress over time.

16.2 Pay determinations for existing Leading Practitioners

The head teacher will agree performance objectives for the leading practitioner.

The pay committee shall have regard to the results of the leading practitioner's performance review, including the pay recommendation, when exercising any discretion in relation to their pay, in accordance with paragraph 16 of the STPCD.

The evidence should show the leading practitioner:

- has made at least good progress towards their objectives;
- is an exemplar of teaching skills, which should impact significantly on improving teaching skills, 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.

"Highly competent", "substantial" are defined in the section entitled, "Assessments" para 9.3, under the Upper Pay Range section.

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.

Furthermore, schools can award enhanced pay progression for 'outstanding' performance. If the overall assessment of performance as per the appraisal targets, demonstrates that a teacher has shown exceptional performance, the pay committee, on the advice of the Headteacher, may award enhanced pay progression.

In such cases, judgments will be properly rooted on a broad evidence base and a teacher who is assessed as 'outstanding' should have clear evidence which shows:

- they exceed all their objectives
- fully meet all elements of the Teaching Standards
- Teaching is assessed as Outstanding
- Demonstrate a strong commitment to the school and going above and beyond expectations
- Having an increasing contribution to the work of the school
- Having an increasing impact on the effectiveness of staff and colleagues

The pay committee will be advised by the Headteacher in making all such decisions. Further information, including sources of evidence is contained within the school's performance management policy.

17 UNQUALIFIED TEACHERS

Pay Range for Unqualified Teachers £16,461 - £26,034 pa.

17.1 Pay on appointment

The pay committee will pay any unqualified teacher in accordance with paragraph 17 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. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 18 and 19.

17.2 Pay determinations effective from 1 September 2016

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

If the evidence shows that a teacher has exceptional performance, the governing body may award enhanced pay progression.

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

Information on sources of evidence is contained within the school's performance management 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.

In accordance with the Education (Specified Work and Registration) (England) Regulations 2003 and The Education (School Teachers) (Qualifications and Specified Work) (Miscellaneous Amendments) (England) Regulations 2012 the following individuals are allowed to undertake "specified work" in maintained schools, non-maintained special schools and pupil referral units in England:

- Teachers with QTS;
- Student teachers, trainee teachers who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS;
- Persons granted a licence under the provisions of Part II of Schedule 2 to the Education (Teachers) Regulations 1993;
- Overseas Trained Teachers (OTT);
- Instructors in any art, skill subject or group of subjects (including any form of vocational training) who have special qualifications and/or experience; and
- Assistant teachers at a nursery school or teachers of a nursery class, who ere employed as teachers under the Education (Teachers) Regulations 1982 before 1 September 1989.

The Education (School Teachers) (Qualifications and Specified Work) (Miscellaneous Amendments) (England) Regulations 2012 removed the condition that an instructor may only carry out specified work if no suitable qualified teacher or teacher on the employment based training scheme is available. It will also remove the restriction that an instructor may only carry out specified work for such period of time as no suitable qualified teacher or teacher on the employment based training scheme is available.

If an unqualified teacher becomes qualified, Governor body will pay him/her on the next point up on the classroom teachers' spine unless the Governors exercise discretion to pay a higher salary on the classroom teachers' spine.

Unqualified teachers' pay points are permanent whether they remain in the same post or take up a new one.

Unqualified teachers may not hold TLRs or SEN allowances.

Academies - The *Education (School Teachers) (Qualifications and Specified Work) (Miscellaneous Amendments) (England) Regulations 2012* amend the 2003 regulations to allow academies the flexibility to appoint unqualified teachers/instructors who do not hold QTS.

17.3 Allowance payable to unqualified teachers

Governors may also pay an additional allowance as they consider appropriate, in the context of its staffing structure and pay policy that the teacher has:

- a) Taken on a sustained additional responsibility which:
 - i. is focused on teaching and learning; and
 - ii. requires the exercise of a teacher's professional skills and judgement; or
- b) qualifications or experience which bring added value to the role being undertaken.

18. Other Teacher Conditions

18.1 Part Time Teachers and Supply Teachers

All contractual arrangements entered into must comply with the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 and the Equality Act 2010.

How is part time teachers' pay and working time to be calculated?

Each school will calculate the proportion of time a part time teacher works against the school's timetabled teaching week (STTW). The STTW refers to the school session hours that are timetabled for teaching, including PPA time and other non-contact time but excluding:

- break times;
- registration; and
- assemblies.

The STTW of a full time classroom teacher is to be used as the figure for calculating the percentage of the STTW for a part time teacher at the school.

For example, if the school day, excluding registration and assembly, runs from 9.00am to 12.15pm and again from 1.15pm to 3.30pm with one 15 minute break in the morning session and one 15 minute break in the afternoon session, the school's timetabled teaching week would be calculated as; morning session = 3 hours, afternoon session = 2 hours, whole day = 5 hours, STTW = 25 hours.

If a part time classroom teacher in the example above (including excellent teachers and unqualified teachers) were employed at the school in question for mornings only, working 9.00am to 12.15pm every day, their percentage of the STTW would be calculated as 15 hours per week, 60% of full-time (15/25). Such a part time teacher on M5 (proposed England and Wales full time salary rate of £29,240 from September 2010) working at 60% of full time would be entitled to a part time salary of £17,544 (60% of £29,240). The same percentage is used to calculate the 'directed time' hours, so 60% of the 1265 directed time hours of a full time teacher amounts to 759 hours directed time

for the part time teacher. A straightforward deduction of the 'directed time' hours required for the STTW across the school year (585 hours, or 15 hours per week multiplied by 39 weeks) provides the remaining available 'directed time' for the part time teacher in the school year ($759 - 585 = 174$ hours).

Supply Teachers who work less than 1 day will be paid on the basis of the number of hours actually worked based upon their hourly rate using their qualifications and experience to determine the appropriate point on the classroom teachers' scale. If they work for more than 1 day or more they will be paid at the daily rate calculated on the assumption that a full working day is 6.487 hours using their qualifications and experience to determine the appropriate point on the classroom teachers' scale. If a supply teacher is employed for more than 4 weeks they should be offered a contract of employment with their salary being adjusted from their start date in line with their contracted counterparts.

In addition, a days employment at a school is defined as 6.487 hours and as such a supply teacher who attends a school for a full day must be paid 6.487 hours. This will include an element of non-contact time and as such the Headteacher may direct the teacher to undertake other reasonable duties within these hours.

Where a part-time teacher is awarded a TLR3, the value should not be amended to reflect the part-time hours. The TLR3 value should be awarded to reflect the total value of the fixed term school improvement project or externally funded project.

INSET for Part time Teachers

No teacher employed part time may be required to work on any day of the week, or part of a day, that they do not normally work (in accordance with Section 3, paras 41 and 84 of STPCD). However, it should be open to the teacher to attend by mutual agreement with the Headteacher and additional pay should be given for additional hours worked.

18.2 Residential Duties

Any payments to teachers for residential duties shall be determined by the Governing Body. Where a headteacher receives a payment for residential duties which are a requirement of the post, that does not count towards the 25% limit on discretionary payments.

18.3 Additional Payments

The Governing Body may make payments as it sees fit to a teacher, other than a Headteacher in respect of:

- (a) continuing professional development undertaken outside the school day;
- (b) activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- (c) participation in out-of-school hours learning activity that has been agreed between the teacher and head;
- (d) additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

In order to avoid unnecessary confusion and arguments regarding the payment of additional payments, Headteachers/Principals and Governors should consider the following guidance:

- Payments over £1,000 – these must be authorised by either the Headteacher/Principal or a Governor – such payments should be recorded in the

Governing Body minutes, which should be kept available at the school for audit purposes;

- Payments for less than £1,000 – these must be authorised by either the Headteacher/Principal or a Governor;
- In all cases schools should identify whether the payment is for CPD, ITT, OSLA or HDS, and the appropriate option should be selected on the form to be submitted to the Transactional Service Team.

Additional payments should not be used to reward additional hours worked (an increase in hours using a Variation form – paying the teacher his/her current hourly rate); they should not be used to recognise regular work ; they should not be used to recognise long service or performance within the persons main job (it is a basic assumption that all staff perform well and work hard and therefore to differentiate in this way is unfair to the majority of staff who do not receive such payments).

18.4 Continuing Professional Development (CPD)

The Governing Body should decide which CPD activities teachers may be paid for and set an appropriate level of payment in their pay policy. Some teachers may not wish, or be able, to attend training courses in the evenings, at weekends or during holidays. Heads/Principals and School Governors should respect the right of individuals to make their own choice and take proper account of equal opportunities and contractual requirements for reasonable work-life balance. Payments to full time classroom teachers should only be made in respect of those activities undertaken outside the 1,265 hours of directed time.

18.5 Initial Teacher Training Activities (ITT)

The Governing Body should decide whether to make additional payments to any Teacher for activities related to providing initial teacher training (ITT). Such payments may be made only for ITT which is provided as an ordinary incident in the conduct of the school. The Governing Body should set an appropriate level of payment for ITT activities in their pay policy.

Teachers undertaking school-based ITT activities do so on an entirely voluntary basis. Such activities might include supervising and observing teaching practice; giving feedback to students on their performance and acting as professional mentors; running seminars or tutorials on aspects of the course; and formally assessing students' competences.

Other aspects of ITT activities cannot be regarded as an ordinary incident in the conduct of the school. Such activities include the additional requirements of School Centred ITT (SCITT), where schools take the lead in providing ITT courses. They may include planning and preparing materials for an ITT course, and taking responsibility for the well-being and tuition of ITT students.

Separate non teaching contracts of employment should be issued to cover those aspects of involvement in ITT which require the exercise of a teacher's professional skills or judgement but which go beyond activities which may be described as an ordinary incident in the conduct of the school. No teacher should routinely carry out administrative and clerical ITT related activities.

18.6 Out of School Hours Learning Activities (OSLA)

The Governing Body should decide whether to make payments to teachers who agree to participate in out-of-school hours learning. The level of payment should be covered by the school's pay policy. Payments to full time classroom teachers should only be made in respect of those activities undertaken outside the 1,265 hours of directed time. All agreements and payments to be made should be documented. All such activities should require the exercise of the teacher's professional skills or judgement.

18.7 Salary Sacrifice Arrangements

For the purposes of this paragraph, the term “salary sacrifice arrangement” means any arrangement under which the teacher gives up the right to receive part of his/her gross salary in return for the employer’s agreement to provide him/her with a benefit-in-kind under the following schemes:—

- (a) a child care voucher or other child care benefit scheme;
- (b) a cycle or cyclist’s safety equipment scheme;
- (c) a mobile telephone scheme; and

that benefit in-kind is exempt from income tax.

Where the employer operates a salary sacrifice arrangement, the teacher may participate in any such arrangement and his/her gross salary may be reduced accordingly for the duration of his/her participation in it.

Participation in any salary sacrifice arrangement shall have no effect upon the determination of any safeguarded sum to which the teacher may be entitled under any provision of this document.

19 Model Appeals Procedure

The School Teachers’ Pay and Conditions Document (STPCD) 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.

The Headteacher will ensure that performance objectives are fair and appropriately challenging and, in view of the size of the school, will delegate responsibility for performance review appropriately. The Headteachers remain accountable for the performance management process and alone will make pay recommendations to the pay committee, for all teaching staff (and clearly these decisions will be supported with advice given by performance reviewers).

19.1 Appeal Hearing Procedure

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

19.2 Guidance

- When a teacher feels that a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider.
- Teachers / Head Teachers should put their appeal in writing to either the Head Teacher or the Governing Body; their appeal should include sufficient details of its basis.
- Appeals should be heard without unreasonable delay and at an agreed date, time and place.
- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or a trade union representative.

19.3 Appeal Procedure Steps

Stage one – informal discussion with appraiser or Headteacher prior to confirmation of pay recommendation

At the end of the performance management cycle, prior to the point of pay recommendation to the pay committee, if there remains an issue regarding whether a pay increment may not be recommended to a member of staff, this will be discussed with them at a review meeting prior to being submitted to the school’s personnel committee. Written details of and the reasons for the pay recommendation will be given to the teacher.

At this particular stage of the pay determination process, if the teacher wishes to better understand the rationale for the pay recommendation or bring any further evidence to the attention of the Headteacher, they should be given the opportunity to do so before the final pay recommendation is drafted in the Review Statement. The nature of any subsequent appraisal and pay discussion will be informal and therefore representation (on either side) is not necessary nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted or it may remain the same; the Review Statement will be updated to reflect the discussion. The opportunity to discuss a pay decision before it is made may mitigate the need for the more formal appeal stages.

If a teacher believes that the final pay recommendation falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

Stage two – a formal representation to the Pay Committee

As part of the pay determination process, the Headteacher will make a recommendation to the personnel committee supported by relevant assessment evidence. On determining a teacher's pay, the personnel committee will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to make representations to the appeal the decision to the personnel committee.

If the teacher wishes to make representations against the decision, they must do so in writing to the personnel committee, normally with 10 school working days or within a mutually agreed alternative timescale. The teacher must include a statement, in sufficient detail, of the grounds for not agreeing with pay recommendation. In this circumstance, the personnel committee must then arrange to meet the teacher to discuss the appeal. The Headteacher should also be invited to the meeting to clarify the basis for the original recommendation.

The personnel committee will reconsider the decision in private and write to the teacher to notify them of the outcome of the review and of the teacher's right of appeal to the Governing Body. If the teacher wishes to exercise their right of appeal, they must write to the Clerk of the Governing Body at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

Stage three- formal appeal hearing with the Appeals Committee

On receipt of the written appeal, the Clerk to the Governing Body will establish an Appeal Committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both "the recommendation provider" and "the decision maker" (chair of the personnel committee) will be required to attend the meeting. Governors on appeals panels should be familiar with the school's pay and performance management policies.

The Chair of the Appeal Committee will invite the employee to set out their case. Both "the recommendation maker" and "the decision maker" will also be asked to take the committee through the procedures that were observed in their part of the pay policy determination process.

Following the conclusion of representations by all relevant parties, the Appeal Committee will then consider all the evidence in private and reach a decision. The Appeal Committee will write to the teacher notifying them of their decision and the reasons for

it. Other attendees at the meeting will also be notified of the decision. The decision of the Appeal Committee is final.

19.4 The Modified Procedure

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the teacher has left the employment of the school.

Where a teacher has, whilst employed at the school, lodged an appeal against a pay decision but has then subsequently left the school's employment before any appeal hearing is held, the following steps will be observed:

1. The teacher must have set out details of their appeal in writing;
2. The teacher must have sent a copy of their appeal to the Chair of the Governing Body;
3. The Chair of the Governing Body will consult with relevant school human resources adviser and provide the teacher with an appropriate written response on behalf of the school.

How to determine an Ordinary School's Headteacher Group

There is a requirement to determine the School's Headteacher Group:

- when appointing a new Headteacher; and
- every three years; and
- when the Governing Body or Headteacher see fit.

You can calculate the School's Headteacher Group below

Please write in the shaded areas as appropriate:

Key Stage	Insert number of pupils according to most recent Form 7	units per pupil	total units
pre and KS1 & KS2		× 7	
KS3		× 9	
KS4		× 11	
KS5		× 13	
statemented pupils		× 3 (additional)	
part time pupils		× ½	
TOTAL UNIT SCORE			

Using the TOTAL UNIT SCORE, look up the information table below to determine the School Headteacher Group (SHG*)

Information Table – from 1 September 2016

Group (SHG*)	Range of spine points	Total Unit Score
1	L6 - L18	up to 1,000
2	L8 - L21	1,001 to 2,200
3	L11 - L24	2,201 to 3,500
4	L14 - L27	3,501 to 5,000
5	L18 - L31	5,001 to 7,500
6	L21 - L35	7,501 to 11,000
7	L24 - L39	11,001 to 17,000
8	L28 - L43	17,001 and over

How to determine a Special School's Headteacher Group

There is a requirement to determine the School's Headteacher Group:

- when appointing a new Headteacher; and
- every three years; and
- when the Governing Body or Headteacher see fit.

You can calculate the School's Headteacher Group below

Please write in the shaded areas as appropriate:

Key Stage	Insert number of pupils according to most recent Form 7	units per pupil	total units
pre and KS1 & KS2		x 10	
KS3		x 12	
KS4		x 14	
KS5		x 16	
TOTAL UNIT SCORE			

Using the TOTAL UNIT SCORE, look up the information table below to determine the School Headteacher Group (SHG*)

Staff:Pupil Ratio

Number of Teachers	x weighting	Total =	Number of Pupils	x weighting	Total =
full time equivalent	<input type="text"/> x 2		Full time	<input type="text"/> x 1	
Number of Non Teaching Staff	x weighting		Part time	<input type="text"/> x 0.5	
full time equivalent	<input type="text"/> x 1				
Total (A)			Total (B)		
Staff:Pupils Ratio	A/B x 100				

Information Table - from 1 September 2016

Group (SHG*)	Range of spine points	Total Unit Score
2	L8 - L21	up to 2,200
3	L11 - L24	2,201 to 3,500
4	L14 - L27	3,501 to 5,000
5	L18 - L31	5,001 to 7,500
6	L21 - L35	7,501 to 11,000
7	L24 - L39	11,001 to 17,000
8	L28 - L43	17,001 and over

Leadership Pay – from September 2016

£38,984 (minimum)
£108,283 (maximum)

Leadership Group Pay Range – from 1 September 2016

Group (SHG*)	Salary Range		Total Unit Score
1	44,102 - 58,677		up to 1,000
2	46,335 - 63,147		1,001 to 2,200
3	49,976 - 67,963		2,201 to 3,500
4	53,712 - 73,144		3,501 to 5,000
5	59,264 - 80,671		5,001 to 7,500
6	63,779 - 88,984		7,501 to 11,000
7	68,643 - 98,100		11,001 to 17,000
8	75,708 - 108,283		17,001 and over

Discretionary Reference Points 2016/17 (produced by the LGA)

	2016		2016
1	38,984	24	68,643
2	39,960	25	70,349
3	40,958	26	72,089
4	41,978	27*	73,144
5	43,023	27	73,876
6	44,102	28	75,708
7	45,290	29	77,583
8	46,335	30	79,514
9	47,492	31*	80,671
10	48,711	31	81,478
11	49,976	32	83,503
12	51,127	33	85,579
13	52,405	34	87,694
14	53,712	35*	88,984
15	55,049	35	89,874
16	56,511	36	92,099
17	57,810	37	94,389
18*	58,677	38	96,724
18	59,264	39*	98,100
19	60,733	39	99,081
20	62,240	40	101,554
21*	63,147	41	104,091
21	63,779	42	106,699
22	65,363	43	108,283
23	66,982		
24*	67,963		

* These points and point 43 are the maximum salaries for the eight headteacher group ranges

Pay range for Leading Practitioners

From 1 September 2013 the AST pay spine has been abolished. With regard to the Leading Practitioners pay range, the governing body will take account of paragraph 56 of the Document when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching schools within school [and within the wider school community] which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues, particularly in relation to specific areas of pedagogy and practice

Pay on appointment

The pay committee will determine a pay range of £38,984 - £59,264 pa for each leading practitioner post in accordance with paragraph 16 of the Document; and paragraphs 33 to 37 of the Section 3 guidance.

Teachers' Pay Spines, Scales and Allowances

Pay Structure for Qualified Teachers

(other than Leadership Group members and Leading Practitioners)

Schools will need to advise payroll of the uplift to any mid-range spot salaries, e.g. leadership pay, UPR and Unqualified Teachers.

	2015	2016 1% uplift to all points including mid-range points (decision on progression to the next pay point(s) is based on performance)
Point 1	£22,244	£22,467
Point 1a	£23,121	£23,352
Point 2	£24,002	£24,242
Point 2a	£24,966	£25,217
Point 3	£25,931	£26,190
Point 3a	£26,928	£27,197
Point 4	£27,927	£28,206
Point 4a	£29,026	£29,317
Point 5	£30,127	£30,429
Point 5a	£31,317	£31,631
Point 6	£32,831	£33,160

Upper Pay Range

Minimum
Maximum

September 2016 £pa

£35,571

£38,250

Special Needs Allowance

special needs 1
special needs 2

September 2016 £pa

£2,085

£4,116

TLR 1
TLR 2
TLR3

£7,622 to £12,898

£2,640 to £6,450

£523 to £2,603

Scale for Unqualified Teachers

Point Scale
Minimum
Maximum

September 2016 £pa

£16,461

£26,034

UPPER PAY RANGE PROGRESSION CRITERIA (Extracted from the NASUWT/NUT pay policy guidance)

(1) Professional attributes

- 1.1 Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

(2) Professional knowledge and understanding

- 2.1 Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
- 2.2 Have an extensive knowledge and well Informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
- 2.3 Have up to date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.
- 2.4 Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
- 2.5 Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

(3) Professional skills

- 3.1 Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
- 3.2 Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
- 3.3 Promote collaboration and work effectively as a team member.
- 3.4 Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback

Departmental advice for maintained schools and local authorities September 2016

Using the three-stage process – illustrative examples

1. A school with 200 pupils on roll has a vacancy for a head. Its last inspection 18 months previously judged it a good school with only minor issues to address. Under stage 1 it is assigned to headteacher group 2 – the broad pay range for the headteacher's post is £46,335-£63,147. Under stage 2 the governing body considers that there are no additional factors that need to be taken into account and decides to set the indicative pay range at £46,500-£54,600. Having selected a candidate who met all the requirements of the job specification, the governing body decides to set the salary on appointment at £47,500.

2. A school with 200 pupils on roll has a vacancy for a head. It is a challenging school with a much higher than average proportion of pupils on Free School Meals (FSM) and it has recently been rated by Ofsted as requiring significant improvement. Under stage 1 it is assigned to headteacher group 2 – the broad pay range for the head's post is £46,335-£63,147. Under stage 2 the governing body considers that, because of the particular challenges that the school is facing, it needs to recruit an experienced school leader who has the skills and competences to take the school forward. It decides to set the indicative pay range towards the top of the broad range, i.e. £55,000-£63,100. Having selected a candidate who met all the requirements of the job specification, the governing body decides to set the salary on appointment at £56,200.

3. A school with 200 pupils on roll is in a federation with a similar school of the same size. One school is performing well, but the other has recently been placed in special measures. The vacancy is for a headteacher who will be accountable for the federation's schools' outcomes. Under stage 1 the post is assigned to headteacher group 3 – the broad pay range is £49,976-£67,963. Under stage 2 the governing body considers that, due to the complexity of the role and the challenges involved in managing more than one school (one of which requires a real focus on improvement), it needs to recruit an experienced headteacher with a very particular skillset. It decides that, because there may be difficulty in appointing, it may be necessary to consider extending the indicative pay range beyond the maximum of the group 3 pay range. It decides to set the indicative pay range at £62,200-£74,400. Having selected an appropriate candidate, the governing body decides to set the salary on appointment at £65,300.

4. A secondary school with 600 pupils on roll in a challenging area with a much higher than average proportion of pupils on FSM has a vacancy for a headteacher. Under stage 1 the head's post is assigned to headteacher group 5 – the broad pay range is £59,264-£80,671. Under stage 2 the governing body considers that, due to the challenge of the role and the fact that the school is a teaching school, it requires an experienced high-performing headteacher. It sets an indicative pay range at £62,200-£71,400. Following some difficulty in recruiting, it has selected a candidate with a very strong track record in headship and decides that it would be appropriate to revise the pay range for the post. It sets the salary on appointment at £70,200 with scope to progress to £80,300 over time, subject to performance.

5. A large secondary school with 2,000 pupils on roll is in a federation with another school with 1,000 pupils. Under stage 1 the post is assigned to headteacher group 8 – the broad pay range is £75,708-£108,283. Under stage 2 the governing body considers that, due to the accountability for two schools with a very large total number of pupils, it would be appropriate to extend the indicative pay range beyond the maximum of group 8. Using its discretion to extend by up to 25%, it decides to set the indicative pay range at £108,000-£124,200. Having selected a candidate, the governing body decides to set the salary on appointment at £108,000.

6. The governors of three separate, small rural schools wish to appoint an executive headteacher. Under stage 1 the total unit score for the three schools assigns the post to headteacher group 1 – the broad pay range is £44,102-£58,677. Under stage 2 an

appointing committee representing the three governing bodies considers that, because of the challenges of such a post involving three schools and three budgets, they need to recruit an experienced school leader and decide to extend the indicative pay range beyond the maximum of group 1. Using its discretion to extend by up to 25%, it decides to set the indicative pay range at £56,000-£66,200. Having selected a candidate, the salary on appointment is set at £56,000.

PROCEDURE TO BE FOLLOWED AT APPEAL HEARINGS

- The appellant (or his/her representative) will present his/her case in the presence of the Headteacher and Chair of the Pay Committee, and may call witnesses.
- The Headteacher/ Chair of the Pay Committee and the Chair of the Appeals Panel will have the opportunity to ask questions of the appellant (or his/her representatives) and of his/her witnesses.
- Each witness will leave the hearing after having given evidence. Once witnesses have been questioned, they may not be recalled.
- The Headteacher/ Chair of the Pay Committee will put forward his/her case in the presence of the appellant (and his/her representative) and may call witnesses.
- The appellant (or his/her representative) and the Chair of the Appeals Panel will have the opportunity to ask questions of the Headteacher/ Chair of the Pay Committee and of his/her witnesses.
- Each witness will leave the hearing after having given evidence. Once witnesses have been questioned, they may not be recalled.
- The appellant (or his/her representative) will be given the opportunity to sum up the case. No new evidence may be introduced at this stage.
- The Headteacher/ Chair of the Pay Committee will be given the opportunity to sum up the case. No new evidence may be introduced at this stage.
- The Headteacher and the appellant (and his/her representative) will now withdraw.
- The Appeals Panel will deliberate in private, only recalling the Headteacher and the appellant to clear points of uncertainty on evidence already given. If recall is necessary both parties are to return.
- The Appeals Panel will announce the decision to the parties.