



MODEL WHOLE SCHOOL PAY POLICY 2016

1. INTRODUCTION

1.1. The Governing Body of Ashcroft High School will act with integrity, confidentiality, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken and will be prepared to explain decisions and actions to legitimate, interested persons. Its procedures for determining pay will be consistent with principles of public life: objectivity, openness and accountability.

1.2. The Governing Body has prepared a policy in respect of pay which recognises the following: -

- 1.2.1. The requirements of the School Teachers' Pay and Conditions Document.
- 1.2.2. The requirements of the NJC Conditions of Service Green Book
- 1.2.3. The School Staffing (England) Regulations 2009 (as amended in 2012)
- 1.2.4. The Council's Single Status Agreement
- 1.2.5. The school's delegated budget.
- 1.2.6. The current staffing structure of the school.
- 1.2.7. Legislation in respect of equality and equal pay.
- 1.2.8. Attached to this policy are:
 - Appendix 1: Pay Appeal Procedure
 - Appendix 2 Terms of reference – Pay Committee
 - Appendix 3 Application for Upper Pay Range
 - Appendix 4 Model Report to Governors – Performance Pay Progression
 - Appendix 5 Leadership Range

2. BACKGROUND

2.1. The Governing Body of Ashcroft High School will operate a policy in respect of its responsibilities as the "relevant body" as defined in the School Staffing Regulations 2012 (and any relevant conditions of service) which will:-

- Grade posts appropriately within the appropriate conditions of service (i.e. School Teachers' Pay and Conditions Document, the Green Book and local agreements adopted by Luton Borough Council)
- Take into account pay relativities between posts within the school.
- Ensure that discretion in awarding allowances, payments, incentives or honoraria (where appropriate for Green Book employees only) and the determination of the salary and pay progression is exercised in a fair and equitable manner.
- Give recognition in line with statutory guidance to assigned increased responsibilities, whether on a temporary or permanent basis.
- Take into account, so far as is practicable, pay levels in other schools, both inside and outside the Local Authority area, particularly those of a similar type and in a similar neighbourhood.
- Ensure the quality of teaching and learning at the school
- Enable the school to recognise and reward teachers appropriately for their contribution to the school.

2.2. This policy statement will be subject to annual review and consultation with employees and their representatives.

2.3. Having determined the policies set out below, the Governing Body delegates the management of the policy to the Pay Committee which will be advised by the Head Teacher – Terms of Reference – Appendix 2. The Pay Committee will be responsible for the establishment and review of the Pay Policy, subject to the approval of the Governing Body and have full authority to take pay decisions on behalf of the Governing Body in accordance with this policy. The Head Teacher /Principal is responsible for making recommendations to and for advising the Pay Committee on its decisions. The Head Teacher will report to the Committee on those occasions when it may be necessary to exercise delegated responsibility in respect of the school's discretion.

2.4. In exercising their delegated responsibilities, the Governing Body requires the Committee to have appropriate regard to the budget approved by the Governing Body and the requirements of employment legislation, particularly the Equal Pay Act, Equalities Act 2010, Part Time Workers Regulations, Fixed Term Employees Regulations 2002 and the school's equal opportunities policy. Where the Local Authority is the

employer the Governing Body expects the Committee to seek advice from the LA where appropriate.

- 2.5. The Governing Body has adopted a whole school approach to matters of pay and will have particular regard to the issue of salary differentials. By adopting such an approach the Governing Body hopes to ensure that discretion is exercised in a considered and careful manner and avoid potentially divisive initiatives.
- 2.6. Any grievance arising out of this policy will be dealt with under the Pay Appeals Procedure adopted by the Governing Body attached to this policy as Appendix 1. An appeal should be registered within ten working days of receiving notification of pay or grading. This Appeals Procedure will also apply to any appeal under the school's Appraisal Procedure for Teachers. The appeal should be registered within ten working days of receipt of the appraisal report.
- 2.7. This policy recognises the diverse types of jobs and roles within a holistic staffing context and is therefore sub-divided for ease of reference into teaching and support staff.

3. TEACHERS

Pay Reviews

- 3.1. The Governing Body will ensure that each teacher's salary is reviewed annually with effect from 1 September, that each teacher is notified of the outcome by no later than 30 November each year, and that all teachers are given written notification of their salary and any benefits to which they are entitled. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.
- 3.2. Any teacher away from school because of maternity leave must receive any pay increase that she would have received had she not been on maternity leave. Account should be taken of performance in previous appraisal periods if the teacher has been absent for much of the current appraisal year.
- 3.3. Consideration of reasonable adjustments which allow an equal opportunity to participate in appraisal and access to pay progression must be considered for any teacher absent for a disability related reason for much of the current appraisal year.
- 3.4. Where a pay determination leads or may lead to pay safeguarding, the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

4. STARTING SALARY OF NEW APPOINTMENTS

- 4.1. The Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate.

5. CLASSROOM TEACHERS

- 5.1. The Governing Body has established the following pay scales for classroom teacher posts paid on the Main Pay Range and Upper Pay Range

Main Pay Range*

1	£22,467
2	£24,243
3	£26,192
4	£28,207
5	£30,430
6	£33,160

Upper Pay Range*

1	£35,571
2	£36,889
3	£38,250

*(*As amended by the outcome of the 2016 School Teachers Review Body pay review process)*

- 5.2. When advertising a vacant post the Governing Body will not restrict the pay range for starting salary and pay progression prospects available. The Governing Body will, if necessary use its discretion to award a recruitment incentive benefit where a post may be hard to fill and/or to secure the candidate of its choice.
- 5.3. The Governing Body will apply the principle of pay portability in making pay determinations of all new appointees. It will also exercise its discretion to take into account previous relevant experience in determining the starting point on the appropriate scale.

Pay determinations for existing mains pay range teachers, effective from 1 September 2016

- 5.4. The arrangements for teacher appraisal are set out in the school's Appraisal Policy.
- 5.5. Decisions regarding pay progression will be made with reference to the teacher's appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. At the completion of a successful induction year an NQT will progress to the next point of the main pay range in the second year of their teaching employment.

5.6. To be fair and transparent, assessments of performance will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show

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

5.7. To this end appraisal objectives will become more challenging as the teacher progresses up the main pay range.

5.8. The evidence that will be used to inform the assessment of a teacher's performance against appraisal objectives and the Teachers' Standards may include

- Pupil progress data
- Lesson observations
- Lesson planning
- Marking scrutiny
- Wider contribution to the school
- Impact on the effectiveness of colleagues

5.10 To move up the main pay range one annual point at a time, teachers will need to have made good progress towards their objectives and there will be evidence to demonstrate that they are competent in all the elements of the Teachers' Standards.

5.11 Any teacher who appears unlikely to meet the Teacher's Standards and/or their objectives during the appraisal year, will be identified, given written feedback on the areas for improvement (e.g. written lesson observation) and provided with practical support to reach the necessary standards of performance. If this intervention proves unsuccessful, taking all of the circumstances into account, the assessor may conclude that no pay progression is appropriate.

5.12 If the evidence shows that a teacher has performed exceptionally well, the Pay Committee will consider the use of its discretion to award enhanced pay progression of a further point. For this to be the case the teacher will have demonstrated that Teachers' Standards have been fully and consistently met, the majority of teaching has been outstanding with the rest good, and appraisal objectives have been fully met.

5.13 The Pay Committee will be advised by the Head Teacher in making all pay decisions. All recommendations (i.e. no movement, one point or two points) will be clearly attributable to the performance of the teacher in question. The Pay Committee will be able to justify its decisions.

6. Movement to the Upper Pay Range

Applications to be paid on the Upper Pay Range

- 6.1. Any qualified teacher can apply annually to be paid on the Upper Pay Range. (If a teacher is simultaneously employed at another school they may submit separate applications if they wish to apply to be paid on the UPR in that school). This school will not be bound by any pay decision made by another school. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.
- 6.2. To be eligible to apply, teachers will normally have been at the upper point of the main pay range for a year and have a minimum of three years post NQT experience as a teacher. In exceptional cases applications from teachers with three years post NQT teaching experience only may be considered.
- 6.3. All applications must include the two most recent appraisals including any recommendations on pay. Where such information is not available, e.g. those returning from maternity leave or sickness absence, a written statement and summary of evidence to demonstrate that the applicant has met the assessment criteria must be submitted.
- 6.4. In order for the assessment to be robust and transparent, it will be an evidence based process only. Teachers should ensure that they build an evidence base to support their application including evidence from the previous two years. Teachers are encouraged to discuss their intention to apply with their assessor at the start of the appraisal cycle. Those teachers who have been absent for an extended period (through sickness, maternity leave or disability), may cite written evidence from a 3 year period before the date of application. This should be agreed with the Head Teacher in advance.

Process

- 6.5. One application may be submitted annually. The closing date for applications is normally 31 October each year; however exceptions may be made in particular circumstances – maternity leave, long term sickness etc. The process for applications is:
 - Complete the school's application form (appendix 3)
 - Submit the application for and supporting evidence to the Head Teacher by 31 October
 - If the assessor is not the Head Teacher then the teacher will be notified who this is within 5 working days
 - Application assessed including a recommendation made

- (The application, evidence and assessment will be passed to the Head Teacher for moderation purposes if the Head Teacher is not the assessor)
- The Pay Committee will make the final decision advised by the Head Teacher)
- The teacher will be notified of the outcome within 5 working days of Pay Committee having met. If unsuccessful the teacher will receive written notification by 30 November. Written notification will include feedback on why this was so and the areas for improvement
- If requested oral feedback will be provided within 10 working days of notification.
- Successful candidates moving to the base of UPR will have their salaries backdated to 1 September.
- Unsuccessful applicants can appeal the decision in accordance with Appendix 1.

Assessment

6.6. The teacher will be required to demonstrate that s/he has met the criteria set out in paragraph 15.2 of the Document namely that

- The teacher is highly competent in all elements of the relevant standards and
- The teacher's achievements and contribution to the school are substantial and sustained.

6.7. The definition of these terms in this school is as follows

6.8. 'highly competent' ; the teacher has demonstrated depth and breadth of knowledge, skill and understanding of all of the Teachers' Standards in their particular role and the context within which they are working. The majority of pupils for which s/he is responsible are making good progress to overall targets.

5.9 'substantial' ; the teacher's achievements and contribution to the school are significant, in raising standards of teaching and learning in their own classroom and in making a significant wider contribution to school improvement which positively impacts on pupil progress and the effectiveness of colleagues. They are a role model for teaching and learning and take advantage of professional development opportunities using that highly effectively to improve pupils' learning

6.9. 'sustained contribution'; the teacher must have had two consecutive successful appraisal reports which demonstrate the above. They will have shown that their

teaching expertise has grown over the relevant period and is consistently good to outstanding.

7. Upper pay range pay determinations

Pay determinations effective from 1 September 2016

7.1. The Pay Committee will determine whether there should be any movement on the Upper Pay Range (UPR). In making such a determination it will take into account

- The criteria set out in paragraph 15.2 of the STPCD 2016 as defined above in paragraphs 6.6-6.10
- The evidence base, which should show that the teacher has had two successful appraisals since movement to the UPR or to the second point of UPR and has made good progress towards objectives which will be set at a level appropriate to the expectations of a teacher on the upper pay range

7.2. The Pay Committee will be advised by the Head Teacher in making all pay decisions. Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

7.3. Where the evidence shows the teacher has made good progress, i.e. s/he continues to maintain the criteria set out above and has made good progress towards his/her objectives, the teacher will move to the next reference point of the UPR

7.4. Any UPR teacher who appears unlikely to meet the Teacher's Standards and/or their objectives during the appraisal year, will be identified, given written feedback on the areas for improvement (e.g. written lesson observation) and provided with practical support to do so. If this intervention proves unsuccessful, taking all of the circumstances into account, the assessor may conclude that no pay progression is appropriate.

7.5. A teacher on the Upper Pay Range may determine that s/he does not wish to pursue any further pay progression within it.

7.6. If the evidence shows that a UPR teacher's performance has been exceptional, where the teacher has met or exceeded their objectives and whose teaching is consistently Outstanding, the Governing Body will consider the use of its discretion to award enhanced pay progression of a further reference point.

8. MODERATION

8.1 The Head Teacher will moderate to ensure (in conjunction with other members of the senior leadership team where relevant) that objectives set across the school are consistent in terms of challenge for teachers, having regard to the

career stage of individual teachers and to their job role and responsibilities. The Head Teacher will also ensure that the Teachers' Standards are interpreted and applied consistently across the school and will be able to explain and evidence all pay recommendations made to the Pay Committee.

9. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs)

- 9.1 The Governing Body will determine a school staffing structure which recognises specific posts with a focus on teaching and learning, with a significant responsibility for which the teacher is accountable, not required of all classroom teachers in accordance with paragraphs 20 of the Document. These roles will be recognised by a Teaching and Learning Responsibility payment appropriate to the level of responsibility required of the post and as set out in the job description.
- 9.2 Before awarding a TLR 1 or TLR2 the governing body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that; it requires the teacher to lead, manage and develop a subject or curriculum or to lead and manage pupil development across the curriculum; has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils and involves leading, developing and enhancing the teaching practice of other staff. In addition before awarding a TLR 1 the governing body must be satisfied that the sustained additional responsibility includes line management responsibility for a significant number of people.
- 9.3 Those paid on the unqualified teachers pay range may not be awarded as a TLR.
- 9.4 The Governing Body has determined the value of TLRs as at 1st September 2016 as follows:

TLR2 -	a*	£2,640
	b*	£4,397
	c*	£6,153 or £6,450
TLR1* -	a*	£7,622
	b*	£9,378
	c*	£11,136 or £12,898

*(*As amended by the outcome of the 2016 School Teachers Review Body pay review process)*

- 9.5 With effect from 1 September 2016 the Pay Committee may determine to award a TLR3 payment of between £523 and £2603 for clearly time limited school improvement projects or to meet one off externally driven responsibilities. These responsibilities will not be permanent or a structural requirement. No safeguarding will apply to an award of a TLR3. The duration of the payment will be determined in advance and set out clearly and a fair and transparent process applied in allocating the responsibilities.

10. SPECIAL SCHOOLS AND CLASSES

10.1 The Governing Body may award an SEN Allowance where a post which meets the statutory criteria is set out in the staffing structure. The Governing Body has determined the value of this as follows:

* (figure between £2,085 and £4,116)

10.1.1 This takes account of:

- Whether any mandatory qualifications are required for the post
- The qualifications or expertise of the teacher relevant to the post
- The relative demands of the post

10.1.2 SEN Allowances will be paid to those teaching in:

- SEN posts that require a mandatory SEN qualification (all settings)
- special schools and in designated special classes *

10.1.3 SEN allowances will also be paid to those teaching in non-designated settings, that are analogous to designated special classes or units, where the post:

- involves a substantial element of working directly with children with special educational needs;
- requires the exercise of a teacher's professional skills and judgment in the teaching of children with special educational needs; and
- 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; ***These three criteria, in a mainstream school, are mutually exclusive.***

11. PART TIME TEACHERS

11.1. Part-time teachers work on a pro-rata basis which is defined by the length of the school day, directed contact time and hours directed for non class contact, excluding registration, assembly and break time supervision.

12. UNQUALIFIED TEACHERS

12.1. The Governing Body has established the following pay range for unqualified teachers*

- 1 £16,461
- 2 £18,376
- 3 £20,289
- 4 £22,204
- 5 £24,120

(*As amended by the outcome of the 2016 School Teachers Review Body pay review process)

12.2. Governing Bodies of maintained schools can employ individuals and pay them on the unqualified teacher's pay range in the following circumstances;

- a) As a trainee working towards gaining qualified teacher status.
- b) As an instructor in any art or skill, or subject or group of subjects, the teaching of which requires special qualifications or experience
- c) As a person undertaking training for the purpose of an employmentbased initial teacher training scheme for example schools direct, until such time as they successfully complete or stop their training
- d) They are an Overseas Trained Teacher

12.3. With effect from 1 September 2012, unqualified teachers/instructors may be recruited and contracted on an indefinite basis. The Governing Body has determined that instructors may be recruited into posts which will 'give instruction in any art or skill or any subject or group of subjects (including any form of vocational training) where special qualifications or experience or both are required' (The Education (Specified Work and Registration) England) Regulations 2003. In this school the Governing Body have determined that the school may recruit Instructors only for the delivery of instruction in: art, dance, drama, technology, PE, music. For academic subjects the school may recruit unqualified Instructors with a degree in the relevant subject-view to them applying for a teacher training place.

12.4. The Pay Committee will pay any unqualified teacher in accordance with paragraph 17 of the Document.

Pay determinations from 1 September 2016

12.5. In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives and have evidence that there has been

- 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 school
- An increasing impact on the effectiveness of staff and colleagues

12.6. 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.

13. LEADING PRACTITIONERS

13.1. The Governing Body will determine whether to include a Leading Practitioner role(s) in the staffing structure and the role to be performed. 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 within school which impacts significantly on pupil progress
- Improving the effectiveness of staff and colleagues.

Pay on appointment

13.2. The Pay Committee will determine a pay range for each Leading Practitioner post in accordance with paragraph 16 of the Document. The overall range equates to L1-L18 and a five point range should be determined. The Pay Committee will do this by reference to the weight of the responsibilities of the post and bear in mind the need to ensure pay equality and fair pay relativities between posts of different levels of responsibility.

Pay determinations with effect from 1 September 2016

13.3. They will agree appraisal objectives for the Leading Practitioner

13.4. The Pay Committee will have regard to the results of the Leading Practitioner's appraisal.

13.5. The pay committee will take account of other evidence indicating that the Leading Practitioner

- Has made good progress towards their objectives
- Is an exemplar of teaching skills, which should impact significantly on pupil progress within school and within the wider school community (if relevant)
- Has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement
- Is highly competent in all aspects of the Teachers' Standards

- Has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

13.6. 'Highly competent' and 'substantial' are as defined above in relation to applications for Upper Pay Range.

13.7. 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 objectively to justify its decision.

14. HEAD TEACHER, DEPUTY AND ASSISTANT HEAD TEACHER SALARIES AND PAY PROGRESSION

14.1. The relevant body must assign its school to a Head teacher Group for the purposes of paragraph 9 and 11 of the Document and in accordance with this paragraph and paragraphs 6, 7, 8 and 9 of the Document.

14.2. The current assigned Head teacher Group and Head teacher Range for the school has been determined as

- Group 8
- Head teacher Range L37 - L43
- The Leadership Pay Range is attached at Appendix 5

Pay on appointment after 1st September 2016

14.3. At the time of appointing a new Head teacher the Governing Body will define the role and determine the Head teacher Group, set the Head teacher Range and decide the starting salary. A five to seven point range is advised. All decisions and reasons for these determinations must be well documented.

14.4. It is expected that the relevant body will normally conclude that the Head teacher Group as determined by the total unit score fully captures the complexity of the role and therefore that the individual pay range will be within the relevant pay range at paragraph 5.3 of the Document.

14.5. The relevant body may take account of additional factors that suggest the Head teacher Range should be higher. Factors may include

- The context and challenge arising from pupil needs
- A high degree of complexity and challenge (multiple schools, dispersed sites and not already reflected in the unit score)
- Additional accountability not reflected in the unit score, for example leading a teaching school alliance
- Factors that impede the schools ability to attract a field of appropriately qualified and experienced leadership candidates

In taking into account any of these factors the relevant body must refer to the departmental advice provided by the DfE dated September 2016.

- 14.6. The relevant body must ensure that the maximum of the Head teacher range including factors and any other temporary payments or allowances does not, except in exceptional circumstances, exceed the Head teacher Group range by more than 25%.
- 14.7. If the relevant body considers that exceptional circumstances apply, external independent advice must be sought and should the advice suggest additional payment is appropriate a business case must be made and agreed by the full governing body. For maintained schools where the Local Authority is the employer the external independent advice will be provided by the Local Authority.

Reviewing the individual pay range for an existing Head teacher where responsibilities have significantly changed

- 14.8. In reviewing an existing Head teacher's Range (not progression) the relevant body should consider paragraphs 14.1 to 14.7 above.

Temporary payments to Head teachers

- 14.9. The relevant body may determine that additional payments be made to a Head teacher for clearly temporary responsibilities, for example where the Head teacher is temporarily accountable for more than one school (which can be up to two years in duration only and for which the Head teacher would be issued with a fixed term variation to contract).
- 14.10. The total sum of the temporary payment must not exceed 25% of the annual salary otherwise payable and the total sum of the salary and any other payments made to a Head teacher must not exceed 25% above the maximum of the Head teacher Group except where exceptional circumstances have been determined in accordance with paragraphs 14.6 and 14.7 above.
- 14.11. If the Head teacher is permanently accountable and responsible for more than one school, the Governing Body will determine a Head teacher Group based on the total unit score of both schools.

Pay on appointment for Deputy and Assistant Head teachers

- 14.12. Deputy and Assistant Head Teachers will be appointed to five point individual pay ranges on the leadership spine which ensure that there is a gap between the salary of the highest paid classroom teacher and the bottom of the school's Leadership Pay Range. The individual pay range for a Deputy or Assistant Head teacher should only overlap the Head teacher range in exceptional circumstances and should not exceed the maximum of the Head teacher Group for the school.
- 14.13. The individual pay ranges for Deputy and Assistant Heads are as follows:

Pay progression for Head teachers, Deputy Head teachers and Assistant Head teachers

- 14.14. Head teachers and other teachers on the leadership spine will be appraised in accordance with the school's Appraisal Policy. The decision whether or not to award pay progression must be related to the individual's performance and be within the agreed individual pay range set out at 14.13.
- 14.15. The pay of teachers on the leadership spine cannot be increased unless their performance is reviewed and it is determined that there has been a sustained high quality of performance taking account of the appraisal objectives agreed or set at the beginning of the school year.
- 14.16. A teacher on the leadership spine cannot be awarded more than two performance points in the course of a single pay review. The criterion which must be met by a Head teacher for the purposes of pay progression is that there should have been a sustained high quality of performance, with particular regard to the leadership, management and pupil progress at the school. For other members of the leadership group the relevant criterion is- sustained high quality of performance, taking account of their contribution to school leadership and management.

15. RECRUITMENT AND RETENTION INCENTIVES

- 15.1. The Governing Body may award incentives to meet recruitment and retention needs. In making a decision the Governing Body will have regard to whole school considerations. The Governing Body will specify the reason for an incentive, its value, its duration (making clear a review date after which it may be withdrawn), any other conditions attached and method of payment in writing to the teacher on allocation of the incentive. In considering the award of incentives for recruitment and retention, the Governing Body will have regard to the supply of suitably qualified and experienced teachers and will establish their own criteria for the fair allocation of such awards to new and serving teachers to the school, which are itemised below:
- *(e.g. shortage subjects, based on recruitment data collected at the school
 - to support a strategy to enhance the Leadership Group
 - as part of a retention strategy defined in the School Improvement Plan
 - where there is data to evidence the school has been unable to recruit, linked to market forces)
- 15.2. The Governing Body has determined to use the following incentives for recruitment and retention if required. These will be determined at the appropriate time.

- 15.3. Head teachers, deputy head teachers and assistant head teachers may not be awarded Recruitment and Retention benefits other than as reimbursement of reasonably incurred housing or relocation costs. All other considerations must be taken into account in determining pay on appointment as per paragraph 14.
- 15.4. Where the relevant body currently pay a recruitment or retention incentive to Head teacher, deputy Head teacher or Assistant Head teacher under a previous Document it may continue to make that payment at it's existing value until such time as the pay range is changed.

16. ADDITIONAL PAYMENTS

- 16.1. *The Governing Body has agreed to the payment of teachers (including the leadership group and Leading Practitioner) undertaking duties in respect of Initial Teacher Training if the training provider funds payments.
- 16.2. All must be agreed in advance with the Head teacher
- 16.3. The additional payments will be paid at the teachers usual hourly rate.
- 16.4. Additional payments may be made to those paid on the leadership range at the discretion of the Governing Body
- 16.5. The Governing Body has determined that the following activities will attract out of school learning payments.
 - Booster classes
 - Summer school
 - Homework clubs
- 16.7 The Governing Body will make an additional payment to teachers are undertaking additional responsibilities and activities due to, or in respect of, the provision of services by the Headteacher relating to the raising of educational standards to one or more additional schools.

17. ACTING ALLOWANCES

- 17.1. In the event of temporary absence of the Head Teacher, Deputy or Assistant Head Teacher the Governing Body will consider within one month of the commencement of the absence whether another member of the teaching staff should be asked to act in the capacity of the absent incumbent. Where full duties are being undertaken by the teacher who is acting up, the Governing Body will normally agree to an acting up allowance being paid. This will be based upon the Head teacher Group for the school or five to seven point scale of the substantive postholder as appropriate, but may not be paid at the same point. In the temporary absence of a teacher with management allowances the Governing Body will consider acting up arrangements by means of a fair and equitable selection process where applicable.

18. SECTION 2 - SUPPORT STAFF

ANNUAL PAY AWARDS AND INCREMENTS

- 18.1. The Governing Body have agreed to abide by the local agreements of the Council and, therefore, any national pay awards which may take effect for

Green Book employees, after annual review, and also to award annual increments, where appropriate, on the anniversary of appointment.

19. ASSESSING REMUNERATION

19.1. The Governing Body will ensure that a job description is prepared for each post and that all job descriptions carry a similar format as recommended by the Council. In preparing the job description the Governing Body will consult the individual member of staff (and Luton Borough Council's Human Resources Department) as appropriate. Consultation will take place with a view to agreeing the job description.

19.2. The Governing Body will make reference to the model job descriptions provided by the Council when considering the grade of a post. In those cases where there is an element of doubt as to the appropriate grade for the post, the Governing Body will consult Luton Borough Council's Human Resources Department and request the Council to evaluate the job using the job evaluation scheme, allowing at least four weeks for this to take place. All posts must be evaluated using the Council's scheme. The Governing Body recognises that failure to do so could make them liable in an equal pay claim.

19.3. In normal circumstances the starting pay for Green Book employees will be at the minimum point of the salary scale.

19.4. The Governing Body reserve the right to exercise discretion in respect of those employees where, for example, an experienced member of staff has had a small break in service (probably less than 12 months) and is seeking to return to work.

19.5. The Governing Body will attempt to ensure that employees supervising others are on a higher incremental point than those they supervise.

19.6. The Governing Body may award accelerated increments within the grade for a particular post. Accelerated increments will only be awarded following an assessment of performance against personal and school objectives, and in recognition of these being beyond normal expectation. This will be based on clear recommendations to the Pay Committee.

20. REGRADING

20.1. In those circumstances, usually following appraisal, where it is necessary to consider the possible regrading of a post, the job description and personnel specification will be revised.. A regrading, following job evaluation, will take into account the changing nature of the responsibilities and accountabilities of the post; it will not be considered as a measure to address an employee attaining the top of the grade. Once the job description has been agreed with the postholder, then the Governing Body will arrange for the Council to be consulted in order that the job evaluation process can be undertaken. Should an employee

request this, and be subsequently dissatisfied with the outcome, the school's pay appeal mechanism, Appendix 1 will apply.

21. CAREER PROGRESSION

The Governing Body will use appraisal to inform career progression from TA1 to TA2 based on a recommendation by the Head Teacher and where progression would meet the business needs of the school and the school has the required budget.

- 21.1. All other opportunities for progression will be by advertisement and application to vacancies in the staffing structure established by the Governing Body.

22. HOURS OF WORK

- 22.1. The Governing Body will pay employees who, at the request of the school, are required to work beyond their contracted working hours, at the appropriate rate, in accordance with the agreements of the Council. Additional hours will not exceed the provision of the Working Time Directive. Employees working term time only, unless over-ridden by national terms and conditions will be paid pro rata for hours worked and holiday entitlement.
- 22.2. The Governing Body will make every effort to ensure that contracted hours meet the needs of the school, including training days and time for planning/meetings if required.

23. REVIEW OF THE POLICY

- 23.1. The Governing Body will review this policy on an annual basis or on any other occasion when required to do so. The Pay Committee, in liaison with the Head Teacher, will consult the staff at the time of the annual or other review of the policy.
- 23.2. In reviewing this policy the Governing Body will expect an annual report on the operation of performance pay progression mechanisms set out in this policy. This will include a statistical breakdown of the number of employees, by pay range, that have had pay progression during the appraisal cycle of one or two points and the number who had no pay progression (where progression was a possibility). This information will include analysis by equality characteristics where this information is available (model report format Appendix 4).
- 23.3. The policy will be operated on the basis of a whole school approach in order that the pay of no one employee is considered in isolation.
- 23.4. The Governing Body will give due consideration to the issue of salary differentials and similar pay for posts carrying similar responsibilities.

PROCEDURE AT HEARINGS OR APPEALS IN RESPECT OF MATTERS RELATING TO PAY

1. Where a school employee wishes to challenge the decision of a Committee on matters in respect of pay, or pay progression, the appeal procedure below will be followed. It is important, however, that where an appeal arises, the governors involved at each stage in the procedure should not have been involved at an earlier stage. Since the number of governors available is limited, it is advised that no more than three governors are involved at any stage. In such circumstances, governors will wish to give careful consideration to the procedure to be adopted at appeal hearings and the rights of members of staff to be accompanied by a colleague or union representative.
2. Where an employee is concerned about a decision of the governors' committee dealing with pay issues, or a teacher is concerned about the recommendation as a result of Appraisal the matter should be raised with the Head Teacher, in the first instance. The employee should set out their concerns in writing to the Head Teacher, who will then arrange a meeting to discuss the issues. Such a request for a meeting should be granted within five working days. In attempting to resolve the matter, the Head Teacher may wish to consult with the chairperson of the governors' committee on pay (where the decision was solely the decision of the committee it is advisable that the chair or a representative is present at the meeting, but where the grievance is about the recommendation of the Head Teacher or Appraiser this may not be required) and the LA and/or HR Provider as appropriate. The Head Teacher will meet with the committee at this stage. Should this not resolve the grievance, the employee then has the right to appeal to the Appeal Committee as below. This appeal should be registered within ten working days of the decision of the Head Teacher.

APPEAL HEARING PROCESS

3. A full written note should be made of the hearing and the Appeal Committee's decision.
4. A panel of governors (the Appeal Committee) shall be constituted for the purpose of hearing appeals relating to the pay of members of staff. It shall exclude members of the Governing Body's Pay Committee. The Director of Children and Learning (or his or her representative) may be present for the purposes of giving advice only.
5. The employee with the grievance regarding pay (or his or her representative) shall make an opening address explaining his or her case, and may then be questioned by the other parties involved (or their representatives) or by the Appeal Committee.
6. The employee (or his or her representative) shall call on any witnesses who may be questioned by the other parties involved (or their representatives) or by the Appeal Committee. The witnesses shall withdraw once they have given their evidence.

7. The Head teacher will then have the right to make an opening address covering the original recommendation and decision, the outcome from the meeting to discuss the employees concern and any new evidence submitted.
8. The Head teacher (or his or her representative) shall call on any witnesses who may be questioned by the other parties involved (or their representatives) or by the Appeal Committee. The witnesses shall withdraw once they have given their evidence.
9. The Chairperson of the Pay Committee (or his or her representative) shall then have the right to make an opening address, and may then be questioned by the other parties involved (or their representatives) or by the Appeal Committee.
10. The Pay Committee (or their representative) may call any witnesses who may be questioned by the member of staff (or his or her representative) or by the Appeal Committee Panel. The witnesses shall withdraw once they have given their evidence.
11. Each party (or their representative) shall then have an opportunity to sum up his or her case, the member of staff making the appeal to do so last.
12. The parties involved, their representatives and any witnesses shall then withdraw.
13. The Appeal Committee, together with the Director of Children and Learning or his or her representative who may be present for the purposes of giving advice only, shall deliberate in private, only recalling the parties involved (and their representatives) to clear points of uncertainty on evidence already given. If recall is necessary, all parties must return even if only one party is concerned with the point giving rise to doubt.
14. The Appeal Committee shall announce the decision to the parties involved personally at the end of the hearing where possible and subsequently confirm it in writing. The decision of the Appeal Committee is final and binding on all parties, and shall be reported to the next full meeting of the governing body.

Appendix 2

Documentation to be included in the pack for any Pay Appeal

Previous two years appraisal documents and recommendations regarding pay
The Upper Pay Range Application Form (if relevant)

Any evidence submitted along with the UPR Application Form

A copy of the Pay Policy

A copy of the Appraisal Procedure

A copy of the decision recorded by the Pay Committee

A copy of the current and revised JD (if relevant)

Copies of any emails or letters sent to the employee advising of the original decision

A copy of the appeal letter from the employee

A copy of the appeal invite letter sent to the employee

The above should be provided to all parties 5 working days prior to any appeal hearing. Any additional relevant information that the employee wishes to submit must be supplied to the school no later than 3 working days prior to any appeal hearing

Appendix 3

PAY COMMITTEE TERMS OF REFERENCE

The Pay Committee will comprise three governors, staff governors may not join the Pay Committee.

Establishment of the Policy

The Pay Committee is responsible for

- Establishing the policy, in consultation with the head teacher, staff, and trade union representatives and submitting it to the Governing Body for approval

The Governing Body is responsible for

- Formal approval of the Policy

Monitoring and review

The Pay Committee is responsible for

- Reviewing the policy annually and submitting it to the Governing Body for approval

The Governing Body is responsible for

- Considering an annual report on decisions taken in accordance with the terms of the policy

Application of the policy

The Head Teacher is responsible for

- Ensuring that pay recommendations for the deputy and assistant (s), classroom teachers (including applications to progress to UPR) and support staff are made and submitted to the Pay Committee in accordance with the terms of the policy
- Ensuring that the grades for support staff are appropriate to the expectations of the job role, including by having posts re-evaluated using the relevant job evaluation scheme
- Advising the Pay Committee on its decisions and
- Ensuring that staff are informed of the outcome of decisions of the Pay Committee and the right of appeal

The Pay Committee is responsible for

- Taking decisions regarding the pay of the deputy and assistant (s), classroom teachers and support staff following consideration of the recommendations of the Head Teacher
- Taking decisions regarding the pay of the Head Teacher following consideration of the recommendations of the governors responsible for the Head Teacher's appraisal
- Submitting reports of these decisions to the Governing Body and
- Ensuring that the Head Teacher is informed of the decision of the Pay Committee and of the right of appeal.

The Appeals Committee of the Governing Body is responsible for

- Taking decisions on appeals against decisions of the Pay Committee in accordance with the terms of the appeal procedure.

Appendix 4

Upper Pay Range Application Form

To the

Teacher's details

Name _____

Post _____

Appraisal details

Dates of relevant appraisals (last two years)

1. _____

2. _____

Completed appraisal reports must be attached.

Please attach any other evidence that you wish to be taken into account in making your application including evidence relating to how you meet Teachers' Standards.

Signed _____

Print name _____

Dated _____

For the

Overall judgement and pay recommendation

Record any criteria for progression as set out in the Pay Policy which have not been evidenced

Record any further areas for professional development

Signature_____

Print name_____

Date_____

This should be passed back to the teacher where criteria for progression have not yet been met.

Appendix 5

Model Report to Governors – Performance Pay Progression

Number of teachers employed by the school _____

Of the number of unqualified teachers that could progress

_____ did not progress

_____ progressed one point

_____ progressed two points

Of the number of main pay range teachers that could progress

_____ did not progress

_____ progressed one point

_____ progressed two points

Of the number of main pay range teachers that applied to progress to the upper pay range

_____ did not progress

_____ progressed

Of the number of upper pay range teachers that could progress

_____ did not progress

_____ progressed one point

_____ progressed two points

Number of teachers that:	Male	Female	White British	All ethnic minority groups	Ethnicity not known
did not progress					
progressed one point					
progressed two points					
progressed from MPR to UPR					

Appendix 6

LEADERSHIP GROUP PAY RANGE

Discretionary Reference Points 2016 / 17

	2015	2016
1	38,598	38984
2	39,564	39960
3	40,552	40958
4	41,562	41978
5	42,597	43023
6	43,665	44102
7	44,841	45290
8	45,876	46335
9	47,021	47492
10	48,228	48711

11	49,481	49976
12	50,620	51127
13	51,886	52405
14	53,180	53712
15	54,503	55049
16	55,951	56511
17	57,237	57810
18*	58,096	59264
18	58,677	59264
19	60,131	60733
20	61,623	62240
21*	62,521	63779
21	63,147	63779
22	64,715	65363
23	66,318	66982
24*	67,290	68643
24	67,963	68643
25	69,652	70349
26	71,375	72089
27*	72,419	73876
27	73,144	73876
28	74,958	75708
29	76,814	77583
30	78,726	79514
31*	79,872	81478
31	80,671	81478

32	82,676	83503
33	84,731	85579
34	86,825	87694
35*	88,102	89874
35	88,984	89874
36	91,187	92099
37	93,454	94389
38	95,766	96724
39*	97,128	99081
39	98,100	99081
40	100,548	101554
41	103,060	104091
42	105,642	106699
43	107,210	108283