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PARKWOOD HALL CO-OPERATIVE ACADEMY

Parkwood Hall Co-operative Academy

"Growth through Personal and Social Learning"

Statutory Policy File

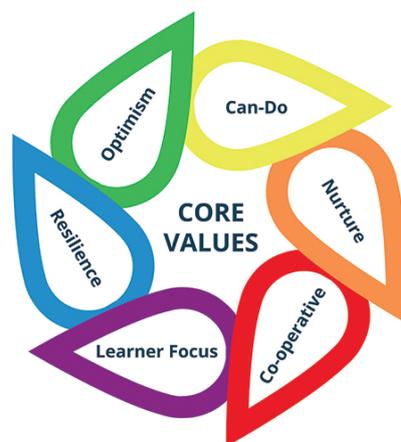
PAY POLICY

Index No: 01

Parkwood Hall Co-operative Academy is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment'

Our Core Values

Parkwood Hall
CO-OPERATIVE ACADEMY



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PAY POLICY

MAY 2018

1. STATEMENT OF INTENT

Parkwood Hall is a Co-operative Academy and we have adopted the values of the co-operative movement to assist us as we govern the school. We have also developed values for learning and teaching that inspire our students and staff alike.

Our co-operative values are *self help, self responsibility, democracy, equality, equity, solidarity, honesty, openness, social responsibility and caring for others*. These are the ways in which we do things at our school and they sit at the heart of all our policy development.

In this policy the following values are particularly relevant:

<i>Equality</i>	We aim to treat all employees equally and strive to ensure that we do not discriminate against any group or individual, whether directly or indirectly.
<i>Equity</i>	We ensure that employees are paid in line with national pay awards and that pay awards gained in previous employment are honoured in their employment with us (see, for example, section 17).
<i>Honesty & Openness</i>	We are open and transparent in our decision-making about pay, while respecting the right of individuals to confidentiality.
<i>Social Responsibility</i>	We are committed to paying the Living Wage as an absolute minimum for any employee who is near the bottom of the NJC pay scale.

The prime statutory duty of governing bodies in England, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." The pay policy is intended to support that statutory duty.

The governing body of Parkwood Hall Co-Operative Academy 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 interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

The governing body has decided to continue to use pay points across all ranges within the national framework. The relevant sections of the pay policy sets out the values of those pay points.

Subject to any recommendation by the School Teacher Review Body on pay uplifts and the provisions of the School Teachers' Pay and Conditions Document 2017, teaching staff should note that future pay uplifts may be subject to performance.

2. EQUALITIES LEGISLATION

The governing body will comply with relevant equalities legislation:

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010

The governing body will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

See 'governing body obligations' in relation to monitoring the impact of this policy.

3. EQUALITIES AND PERFORMANCE RELATED PAY

The governing body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g. an absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual teacher's circumstances and the school's circumstances.

The school will do everything in its power to make a performance-related judgement. If little or no performance evidence is available from the relevant appraisal cycle, because the teacher has been away from school due to pregnancy, maternity or disability-related illness, it will use evidence from previous appraisal cycles.

In the absence of any evidence that the teacher would not have received the increase in pay, the school will make a pay award to avoid discrimination.

4. JOB DESCRIPTIONS

The Principal will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the governing body. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process.

5. ACCESS TO RECORDS

The Principal will ensure reasonable access for individual members of staff to their own employment records.

6. APPRAISAL

The governing body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers.

The Appraisal Regulations state that appraisal objectives, for all teachers, including the leadership group, must be such that, if they are achieved, they will contribute to:

- (a) Improving the education of pupils at that school; and
- (b) The implementation of any plan of the governing body designed to improve that school's education provision and performance.

Assessment will be based on evidence from a range of sources (see the school's Appraisal Policy). Although the school will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Teachers should also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (i.e. application to be paid on Upper Pay Range) so that such evidence can be taken into account at the review.

The Principal will moderate objectives to ensure consistency and fairness; the Principal will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness.

7. GOVERNING BODY OBLIGATIONS

The governing body will fulfil its obligations to:

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

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

The governing body will ensure that appraisers, decision-makers and any appeal committee governors receive appropriate training to ensure fair and open decision-making.

The governing body will ensure that mid-year reviews are undertaken for teachers and all members of the leadership group.

The governing body will ensure that it makes funds available to support pay decisions, in accordance with this pay policy (see 'Procedures') and the school's spending plan.

The governing body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates, ensuring the school's continued compliance with equalities legislation.

8. PRINCIPAL'S OBLIGATIONS

The Principal will:

- develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- submit any updated appraisal and pay policies to the governing body for approval;
- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- ensure that mid-term reviews are undertaken for all teachers, including the leadership group;
- submit pay recommendations to the governing body and ensure the governing body has sufficient information upon which to make pay decisions;
- ensure that teachers are informed about decisions reached; and that records are kept of recommendations and decisions made.

9. TEACHERS' OBLIGATIONS

A teacher will:

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

10. DIFFERENTIALS

Appropriate differentials will be created and maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

11. DISCRETIONARY PAY AWARDS

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

12. SAFEGUARDING

Where a pay determination leads or may lead to the start of a period of safeguarding, the governing body will comply with the relevant provisions of the Document and will give the required notification as soon as possible and no later than one month after the determination.

13. PROCEDURES

The governing body will determine the annual pay budget on the recommendation of the pay committee, taking into account the relevant paragraphs of the Document. **It will also allocate sufficient funds to a Pay Contingency Fund,** to allow for the very best teachers to make more rapid progress up the relevant pay range.

The governing body has delegated its pay powers to the pay committee. Any person employed to work at the school, other than the Principal, must withdraw from a meeting at which the pay or appraisal of any other employee of the school, is under consideration. The Principal must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

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

The terms of reference for the pay committee will be determined from time to time by the governing body. The current terms of reference are:

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

The report of the pay committee will be placed in the confidential section of the governing body's agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy.

Annual determination of pay

All teaching staff salaries, including those of the Principal, Deputy Principals, and Cluster Leads will be reviewed annually to take effect from 1 September. The governing body will endeavour to complete teachers' annual pay reviews by 31 October and the Principal's annual pay review by 31 December. They will, however, complete the process without undue delay.

Notification of pay determination

Decisions will be communicated to each member of staff by the Principal in writing in accordance with the Document and will set out the reasons why decisions have been taken. Decisions on the pay of the Principal will be communicated by the pay committee, in writing, in accordance with the Document. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

Appeals Procedure

The governing body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b) of the Document. It is set out as an appendix to this pay policy.

14. PRINCIPAL'S PAY

Pay on appointment

- The pay committee will review the school's head teacher group and the head's pay range in accordance with paragraphs 4, 5, 6, 7 and 8 of the Document.
- If the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set a pay range in accordance with the provisions of paragraph 6.6 or 7.9 of the Document, as the case may be.
- The pay committee will determine a pay range, taking account of the full role of the head teacher (Part 7), which includes all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2), including recruitment issues. The pay committee will take into account the factors set out in Annex A when determining an appropriate pay range. It will also take account of any other

considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.

- The pay committee will consider using its discretion, in exceptional circumstances only, to exceed the 25 per cent limit beyond the maximum of the group range when setting the pay range for the head teacher, as set out in paragraph 9.3. However, before doing so, it will make a fully-documented business case and seek external independent advice from an appropriate person or body.
- The pay committee will use pay points within the pay range.
- At the appointment stage, candidate specific factors will be taken into account when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure appropriate scope of 4 pay points, for performance related pay progression over time.
- The pay committee will have regard to the provisions of paragraph 9.4 in particular, and will also take account of the pay and ranges of other staff, including any permanent payments, to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability.
- The pay committee will consider whether the circumstances specific to the role or candidate warrant a higher than normal pay range. It will exercise its discretionary powers, where appropriate, in accordance with paragraph 9.3. It will only set a range the maximum of which is more than 25 per cent above the maximum value of the group range in exceptional circumstances. In such circumstances, it will make a business case to the governing body and the governing body will seek external independent advice before giving agreement.
- The pay committee will consider whether there is a need for any temporary payments (paragraph 10) for clearly time-limited responsibilities or duties only. (The total sum of the temporary payments made to a head will not exceed 25 per cent of the annual salary which is otherwise payable to the head; and the total sum of salary and other payments made to a head must not exceed 25 per cent above the maximum of the head teacher group, except in wholly exceptional circumstances).
- The pay committee may determine that temporary and other payments be made to a head which exceeds the limit above in wholly exceptional circumstances

where it has made a business case and with the agreement of the governing body. The governing body will seek external independent advice before providing agreement

Serving Principals

- The pay committee will only re-determine the pay range of a serving head teacher, in accordance with paragraph 9 if the responsibilities of the post change significantly or if the pay committee determines that this is required to maintain consistency with pay arrangements for new appointments to the leadership group or with pay arrangements for a member(s) of the leadership group whose responsibilities significantly change.
- It will also re-determine the pay range if the group size of the school increases, or if the head takes on permanent accountability for an additional school(s) (paragraph 9, section 3).
- If the pay committee re-determines the head teacher's pay range, it will take account of all indefinite responsibilities of the post, any specific challenges and all other relevant factors, including retention issues. The pay committee will take into account the factors set out in *Annex A* when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions
- The pay committee will consider using its discretion, in exceptional circumstances, to exceed the 25 per cent limit beyond the maximum of the group range, as set out in paragraph 9.3. However, before agreeing to do so, it will make a fully-documented business case and will seek external independent advice.
- The pay committee will use pay points within the pay range and will leave appropriate scope for performance-related pay progression of at least **3 pay points**.
- The pay committee will review the head teacher's pay in accordance with paragraph 11 of the Document (and paragraph 27 of the statutory guidance) and award one pay point where there has been sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the head teacher's most recent appraisal report
- Where the head's performance is exceptional, it will award accelerated performance related pay progression of **2 pay points** taking account of the most recent appraisal and any recommendation on pay
- If the pay committee decides to re-determine the pay range, it will only determine the head's pay range in accordance with paragraph 9; and paragraph 9 of the section 3 guidance

- The pay committee will consider the use of temporary payments for clearly temporary responsibilities or duties only, in accordance with paragraph 10
- The total sum of temporary payments made to a head will not exceed 25 per cent of the annual salary which is otherwise payable to the head; and the total sum of salary and other payments made to a head will not exceed 25 per cent above the maximum of the head teacher group, except in wholly exceptional circumstances
- The pay committee may determine that additional/temporary payments be made to a head which exceeds the limit above in wholly exceptional circumstances and with the agreement of the governing body. The governing body will seek external independent advice before providing agreement

15. DEPUTY PRINCIPALS / CLUSTER LEADS

Pay on appointment

- The pay committee will determine a pay range, taking account of the full role of the deputy/assistant head teacher (Part 7), all indefinite responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2), including recruitment issues. The pay committee will take into account the factors set out in *Annex A* when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions.
- The pay committee will use pay points within the pay range.
- At the appointment stage, candidate specific factors will be taken into account when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure appropriate scope of **3 pay points**, for performance related pay progression.
- The pay committee will consider whether the award of any additional payments are relevant, as set out in paragraph 26 of the Document and paragraphs 60 to 69 of section 3

Serving Deputy Principals and Cluster Leads

- The pay committee will review and re-determine the deputy/assistant head pay range where there has been a significant change in the responsibilities of the serving deputy/assistant head teacher (paragraph 10 of section 3 guidance). It will also review and, if necessary, re-determine the pay range in order to maintain consistency with pay arrangements for new appointments to the leadership group, or to maintain pay arrangements for a member(s) of the leadership group whose responsibilities significantly change

- When determining the pay range of a serving deputy/assistant head, the pay committee will take account of all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2), including retention issues. The pay committee will take into account the factors set out in *Annex A* when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant and minute carefully its decisions and reasons for those decisions
- The pay committee will ensure the maintenance of appropriate differentials between different posts in its staffing structure, but will note paragraph 9.4
- The pay committee will consider whether the award of any additional payments are relevant, as set out in paragraph 26 of the Document and paragraphs 60 to 69 of section 3
- The pay committee will use pay points within the pay range and will leave appropriate scope for performance related pay progression of at least **3 pay points**
- The pay committee will review pay in accordance with paragraphs 11 and award one pay point where there has been sustained high quality of performance having regard to the results of the recent appraisal and to any recommendation on pay progression recorded in the deputy/assistant head's most recent appraisal report
- The pay committee will award accelerated performance related pay progression of up to **2 pay points** if there has been exceptional performance, taking account of the results of the most recent appraisal and any pay recommendation

16. ACTING ALLOWANCES

Acting allowances are payable to teachers who are assigned and carry out the duties of head, deputy head or assistant head in accordance with paragraph 23 of the Document. The pay committee will, within a four week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of head, deputy head, or assistant head, for a period of four weeks or more, will be paid on the head's, deputy head range or assistant head range, as the case may be. Payment will be backdated to the commencement of the duties.

17. CLASSROOM TEACHERS

Pay on appointment

The governing body will maintain the teacher's previous pay entitlement in relation to the MPR or UPR.

The governing body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice.

Annual pay determination

The pay committee will use reference points. Therefore the pay scale for main pay range teachers in this school is:

MPR 1	£24,018 *	
MPR 2	£25,828 *	
MPR 3	£27,815 *	
MPR 4	£29,878 *	
MPR 5	£32,139 *	
MPR 6	£34,934 *	(*Teachers' Pay Award 2017-2018, Outer Fringe)

Appraisal objectives will become more challenging as the teacher progresses up the main pay range. Objectives will, however, be such that, if achieved, will meet the requirements of the Appraisal Regulations 2012 (see *Appraisal* above).

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 have shown that they are competent in the teachers' standards. The quality of teaching, learning and assessment should be consistently good.

*If the evidence shows that a teacher has exceptional performance, the governing body will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of **2 pay points**. The quality of teaching, learning and assessment should be consistently outstanding.*

Judgments will only be made on evidence gathered which is related to the formal appraisal process.

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

The pay committee will take account of the pay recommendation contained in the appraisal report and will be able to justify its decisions.

18. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

Any qualified teacher can 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 the two most recent appraisals, under the Appraisal Regulations 2012, including any recommendation on pay. Where such information is not applicable or available, (e.g. those returning from maternity or sickness absence) a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. Teachers therefore should ensure that they build a mainly paper evidence base to support their application. Those teachers who have been absent, through sickness, disability or maternity, may cite written evidence from previous years in support of their application.

Process:

One application may be submitted annually, between 1st January and 31st October. The closing date for applications is normally *31st October* each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's application form;
- Submit the application form and supporting evidence to the Principal by the cut-off date of *31st October*.
- You will receive notification of the name of the assessor of your application within 5 working days;
- The assessor will assess the application, which will include a recommendation to the pay committee of the relevant body;
- The application, evidence and recommendation will be passed to the Principal for moderation purposes, if the Principal is not the assessor;
- The pay committee will make the final decision, advised by the Principal;
- Teachers will receive written notification of the outcome of their application by *30th November*. 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 assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR on 1 September of the same calendar year.
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy in Appendix 2.

Assessment:

The teacher will be required to meet the criteria set out in 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.

In this school, this is interpreted as follows:

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

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

"sustained" - the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (see exceptions, e.g. maternity/sick leave, 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 appraisal policy.

19. UPPER PAY RANGE**Annual pay determination**

The upper pay range in this school will consist of three points: minimum (UPR 1), mid-point (UPR 2), maximum (UPR 3), as set out below:

UPR 1: £37,017 *

UPR 2: £38,346 *

UPR 3: £39,725 * (*Teachers' Pay Award 2017-2018, Outer Fringe)

Progression through the UPR will be considered annually, in line with the Document.

The pay committee will determine whether there has been continued good performance. In making such a determination, it will take into account:

- paragraph 19 and the criteria set out in paragraph 15.2 of the Document 2016;

- the appraisal report and the pay recommendation of the appraiser; and
- the appraisal evidence that the teacher has maintained the criteria set out in paragraph 15.2, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to an educational setting or settings are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled, *Applications to be paid on the upper pay range*.

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.

Where it is clear that the appraisal evidence shows that the teacher has continued good performance, as set out above, and has made good progress towards their objectives, the teacher will move to UPR 2 on the upper pay range; or if already on the UPR 2, will move to UPR 3.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. The quality of teaching, learning and assessment should be consistently outstanding.

Further information, including sources of evidence is contained within the school's appraisal policy.

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

20. LEADING PRACTITIONER ROLES

For the academic year 1-9-17 to 31-8-18, it is not the intention of the governing body to create any leading practitioner roles. This position will be reviewed annually. Should a role of leading practitioner be created, the following provisions will apply:

The governing body will take account of paragraph 16 and 51 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 such as *[insert]*

Pay on appointment

The pay committee will determine a pay range of L x (minimum) to Lx (maximum) for each

leading practitioner post in accordance with paragraph 16 of the Document, and paragraphs 33 to 37 of the section 3 guidance. The relevant body will use pay points and will ensure that there is appropriate scope within the pay range to allow for performance related pay progression over time. The relevant body will leave **3 pay points** for performance related pay progression.

Annual pay determination

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

The pay committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay, in accordance with paragraph 19 of the Document.

The appraisal evidence should show 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 the teachers' standards; and
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent" and "substantial" are defined in the section entitled, *Applications to be paid on the upper pay range*.

The pay committee will award one pay point for continued good performance. Pay progression will be clearly attributable to the performance of the individual teacher and judgments will only be made on evidence gathered which is related to the formal appraisal process. 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, the pay committee will award enhanced pay progression of **2 pay points**.*

Further information, including sources of evidence is contained within the school's appraisal policy.

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

21. UNQUALIFIED TEACHERS

Pay on appointment

The pay committee will pay any unqualified teacher in accordance with paragraph 17 of the Document. 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 22 of the Document.

Annual pay determination

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

*If the evidence shows that a teacher has demonstrated exceptional performance, the governing body will award enhanced pay progression of **2 pay points**.*

Judgments will only be made on evidence gathered which is related to the appraisal process.

Information on sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to objectively justify its decisions.

22. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS

The pay committee may award a TLR to a classroom teacher in accordance with paragraph 20 of the Document and paragraphs 47 to 54 of the section 3 guidance. TLR 1 or 2 will be for a clearly defined and sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out at paragraph 20.4.

The pay committee will ensure that sufficient differential exists between different levels of TLR, taking account of the responsibilities for which the TLR is awarded. All decisions will be objectively justified.

In this school, the different levels of TLRs are as follows:

*TLR2 from £2,613 to the maximum of £6,386 **

*TLR1 from £7,546 to the maximum of £12,770 **

The pay committee may award a TLR3 of between £517 * and £2577 * for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in the Document. The governing body will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3.

(* Teachers' Pay Award 2017-2018)

23. SPECIAL NEEDS ALLOWANCE

The pay committee will award an SEN spot value allowance on a range of between £2064 * and £4075 * to any classroom teacher who meets the criteria as set out in paragraph 21 of the Document.

(* Teachers' Pay Award 2017-2018)

When deciding on the amount of the allowance to be paid, the governing body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post (paragraph 21.3 of the Document). The governing body will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The governing body will take account of paragraphs 55 to 59 of the section 3 guidance.

24. EMPLOYEES ON HAY SCALE

Certain members of the School Leadership Team are paid on the Hay Scale. The salary range for such posts is based on advice from an independent source (currently the HR department of the Royal Borough of Kensington and Chelsea) following a process of job evaluation. New appointees to Hay Scale posts will be advised of the starting salary on appointment. Arrangements for pay progression for employees on the Hay Scale are given in Appendix 2.

25. PART-TIME EMPLOYEES

Teachers: The governing body will apply the provisions of the Document in relation to part-time teachers' pay and working time, in accordance with the section 3 guidance.

All staff: The head and governing body will use its best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator.

26. TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

Such teachers will be paid in accordance with the Document.

27. RESIDENTIAL DUTIES

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

28. ADDITIONAL PAYMENTS

In accordance with the Document and the section 3 guidance, the relevant body may make payments as they see fit to a teacher, including the Principal, in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- participation in out-of-school hours learning activity agreed between the teacher and the Principal or, in the case of the Principal, between the Principal and the relevant body;
- additional responsibilities and activities due to, or in respect of, the provisions of services by the Principal relating to the raising of educational standards to one or more additional schools.

The pay committee will make additional payments to teachers in accordance with the provisions of the Document where advised by the Principal. Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

29. RECRUITMENT AND RETENTION INCENTIVE BENEFITS

The governing body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive.

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

The governing body will, nevertheless, conduct an annual formal review of all such awards.

In relation to a Principal, any 'additional payments' under this section will form part of the 25% limit on the use of all discretions, unless the governing body choose to use the 'wholly exceptional circumstances' discretion. The governing body will not award a recruitment or retention payment under paragraph 47 if they have already made an award under paragraph 11.5(c) or have taken such reason (recruitment or retention) into account when determining the ISR under an earlier Document (paragraph 11.4.1 of the Document).

30. SALARY SACRIFICE ARRANGEMENTS

Where the employer operates a salary sacrifice arrangement, a teacher or other employee may participate in any arrangement and his or her gross salary shall be reduced accordingly, in accordance with the Document.

31. SUPPORT STAFF PAY: INITIAL DETERMINATION

All support staff at the Academy are paid at the appropriate grade on the same NJC pay spine. The Academy's support staff includes employees performing the following roles:

- Classroom support staff such as teaching assistants,
- Clerical, administrative, and financial staff,
- Technical staff supporting IT,
- Residential education staff, including those such as ESAs who work in the residential setting as well as in the classroom
- Site staff including cleaners
- Catering staff

The Academy may also employ casual staff on an hourly paid basis where the requirement for certain types of work is not predictable: for example bank staff covering support staff absences, exam invigilators, music or sports instructors. Hourly rates for casual staff will depend on the qualifications required for the post and incorporate an allowance for holiday pay.

The Academy has full discretion to determine the grades of newly appointed support staff and the point of entry onto the grade. However, the Academy must have regard to the responsibilities of the post and to the pay scales, terms and grading applicable for similar roles of work when deciding the grade for a post. The point of entry on the grade will usually be at the minimum point but the Academy may pay at a higher incremental point if this is justified by a new employee's skills or experience.

The Academy has discretion to temporarily re-grade staff who are covering for absent colleagues at a higher grade. Consideration can be given to the payment of an acting allowance once a member of the support staff has been covering the duties of an absent colleague for more than four weeks, and may be backdated to the start of the acting up period. If the relevant duties and responsibilities are being shared then consideration may be given to sharing the acting allowance on an equitable basis.

32. SUPPORT STAFF PAY: ANNUAL REVIEWS AND PROGRESSION

Inflationary pay increases

The Academy will consider applying an inflationary increase to its pay scale for support staff each year, to become effective on either 1 April or 1 September. It is currently anticipated that a 1% increase will be considered each year between 2016 and 2020 in line with public sector pay, however a higher or lower amount may be considered depending on affordability.

Pay progression based on performance

All members of support staff can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths and supports their future development. The Academy's appraisal procedure contains further information about the appraisal process.

Progression to the top of the relevant pay grade will depend on good performance as assessed in the annual appraisal and the recommendation contained within the appraisal report. Support staff will be eligible for pay progression if they meet all their performance objectives and relevant standards and receive a recommendation for pay progression within their appraisal report. The Academy will ensure that appropriate funding is allocated for performance based pay progression at all levels.

As set out in the Academy's Appraisal process the appraisal report should contain:

- Details of the objectives,
- an assessment of performance against those objectives and the relevant standards,
- an assessment of any continuing professional development needs,
- any aspirations and any actions recommended to progress them.
- Finally, the report should contain a recommendation on pay.

The appraisal reports will be reviewed by the Principal and relevant line managers for the purposes of moderation.

The moderated reports will then be passed to the Principal for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded). The Academy will ensure that appropriate funding is allocated for performance based pay progression at all levels.

If an employee is unhappy with the pay decision (or lack of pay progression) he/she may appeal the decision in regard to his/her pay using the process outlined at Appendix A.

Where an employee is absent due to long term sickness during the academic year or at the time of a salary review, pay and appraisal decisions will take into account individual circumstances and will be based on the employee's performance during relevant periods of attendance. Where an employee is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.

APPENDIX 1. PAY COMMITTEE (FINANCE & GENERAL PURPOSES COMMITTEE)

The Pay Committee (the Finance and General Purposes Committee sitting as the Pay Committee) will consist of a minimum of 3 Governors, none of whom should be employees of the School.

The Principal may attend in an advisory capacity and will withdraw when his/her salary is under consideration.

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

- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions;
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Governing Body (in summary form and having due regard for confidentiality);
- To recommend to the Governing Body the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews;
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Governing Body, as appropriate and at least annually; and
- To carry out the performance review of the Principal in consultation with an external advisor.

APPENDIX 2. APPEALS PROCEDURE

1. PRINCIPLES

1.1 An employee who wishes to appeal a decision in relation to his/her pay must comply with this procedure. The matter should not be raised or dealt with under the Academy's Grievance Policy and Procedure. The reasons for seeking a review may include the person or Committee who made the decision having:

- (a) incorrectly applied any provision of the pay policy;
- (b) failed to have proper regard for statutory guidance;
- (c) failed to take proper account of relevant evidence;
- (d) took account of irrelevant or inaccurate evidence;
- (e) being biased; or
- (f) unlawfully discriminated against the employee.

1.2 The employee will receive written confirmation of the pay determination and where applicable the basis on which the decision was made. If the employee is not satisfied, he/she should seek to resolve this by raising the matter informally with the Principal within ten working days of the decision. The Principal will arrange a meeting without unreasonable delay.

1.3 If the employee is not satisfied with the outcome of the informal discussion with the Principal then he/she may follow the formal appeal process.

2. FORMAL APPEAL PROCESS

2.1 The employee will provide in writing the specific grounds for questioning the pay decision together with evidence which s/he considers should be taken into account. The appeal letter must be sent to the person or committee who made the decision within ten working days of the pay determination or the informal discussion with the Principal.

2.2 Three Governors who were not party to the original decision will form a panel to hear the appeal.

2.3 The appeal hearing should be held without unreasonable delay following receipt of the letter of appeal.

2.4 The panel may invite the Principal to the hearing and he/she will provide the meeting with any relevant information required by the Governors. No specific information concerning the remuneration of other members of staff shall be given in the presence of the employee for whom the appeal is being heard. Where the panel requests such pay information from the Principal, it will be conveyed confidentially to them alone. The employee may ask questions of the Principal.

2.5 The employee will be given the opportunity to make representations in person and may be accompanied by a work colleague or union representative.

2.6 The panel will carefully consider all the evidence that is presented before making a decision. The outcome of the appeal will be communicated to the employee in writing without unreasonable delay and will include reasons for the decision.

2.7 The decision of the panel at the appeal hearing is final.

APPENDIX 3 EMPLOYEES APPOINTED TO HAY SCALE POSTS

Some members of the School Leadership Team who occupy key strategic posts are paid on the Hay Scale. The posts are evaluated by the HR team at RBKC and a pay range is set, with minimum and maximum points on the scale, according to the nature and scope of the role.

The post-holders have an annual appraisal cycle and are appraised by the Principal, who is their line-manager. The cycle begins with a meeting where targets are agreed and set for the forthcoming year. For new employees this is usually at the anniversary of the date when they passed their induction. For existing employees the cycle can begin at any point in the year, although it is sensible to align the cycle with either the academic or the financial year.

The targets set are usually five in number and one will relate directly or indirectly to student progress, and at least one will relate to the School Improvement Plan. The targets will have clear success criteria and should meet the CSMART test.

The cycle ends with a review meeting, which can also serve as a target-setting meeting for the forthcoming year. At the review meeting the Principal and the post-holder will discuss and agree the degree of progress made towards achieving the target and this will result in a written summary of the post-holder's performance over the last 12 months. On the basis of that performance, the Principal will recommend a pay award according to the following formula:

Hay Scale - bonus payment linked to achievements of targets:

Rating level	A	B	C	D
Rating Description	Exceptional performance or achievement and exceeds agreed targets	All Targets Achieved	Most targets achieved ≥50%	Fewer than 50% targets achieved
One off payment as % of gross salary	10% *	5%	3%	0%

(* A 10% bonus recommendation will be subject to the scrutiny and approval of the Chair of F&GP and Chair of Governing Body before final authorisation is given.)

Hay Scale - pay award linked to overall assessment of performance:

Rating level	5	4	3	2	1
Rating Description	Exceptional	Highly effective	Consistently effective	Generally effective	Limited effectiveness
% increment of gross salary	2.5% *	2% *	1.5% *	1% *	0%

(* Any increment is subject to the proviso that the pay award must not take the employee’s pay beyond the upper limit for the range set for the post.)

APPENDIX 4 – FACTORS TO BE TAKEN INTO ACCOUNT (LEADERSHIP SCALE DETERMINATIONS)

The statutory provisions of the Document 2016 state that when determining the pay range of a leadership group member, the relevant body must take into account of “all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations”.

- Social challenge:
 - Number of pupils eligible for the pupil premium/free school meals,
 - Number and challenge of children with special needs (NB: pupils with Education, Health and Care Plans are taken into account when calculating the group size of the school)
 - Number of ‘looked after’ children
 - Level of pupil mobility in the area
 - Number of pupils with English as a second language
- Complexity of pupil population and school workforce:
 - Number of staff
 - Variety of school workforce (e.g. teachers, speech therapists)
 - Small school
 - Rural school
 - Specialist units or centres
- Any specific challenges associated with running more than one school, eg managing geographically split sites, particular challenges of the additional school(s)
- Contribution to wider educational development:
 - NLE, SLE, LLE responsibilities which are not time-limited
 - Teaching school status
 - Other relevant issues (eg NQT lead, multi-stakeholders)
- Recruitment and retention issues

Authorised Signature:  (Principal) on 21/1/2016

Authorised Signature: _____ (Chair of Governors) on _____

Date Reviewed:	Document Control:	Updated by:	Next Review:
01/10/2013	Re-written	Nick White	01/09/2015
01/01/2016	Parkwood Hall School replaced with Parkwood Hall Co-operative Academy.	Nick White	01/01/2017
21-5-18	Substantial alterations to parts of the text to bring it into line with latest guidance	Nick White	June 2019