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# PARKWOOD HALL CO-OPERATIVE ACADEMY

## Parkwood Hall Co-operative Academy

"Growth through Personal and Social Learning"

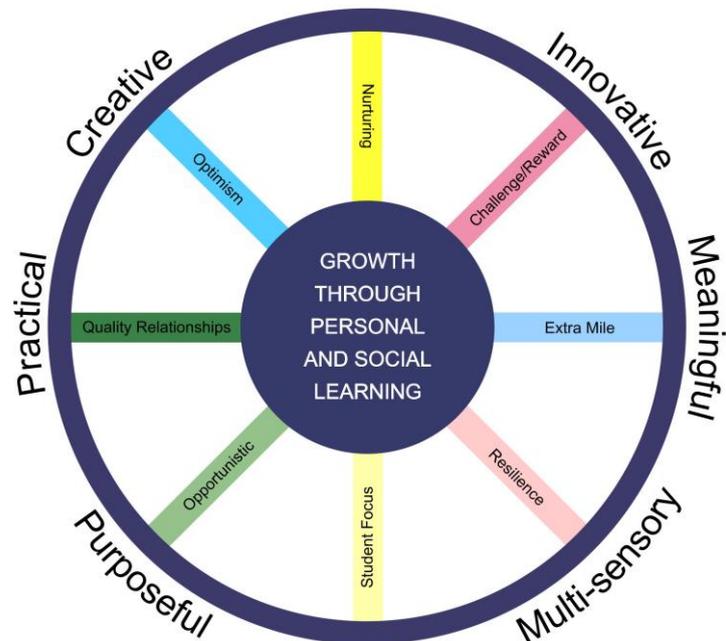
### Statutory Policy File

#### 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



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## **PAY POLICY**

**SEPTEMBER 2013**

### **1. STATEMENT OF INTENT**

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.

### **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.

#### 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. 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 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;
- 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 the Document. It is set out as an appendix to this pay policy.

## **14. PRINCIPAL'S PAY**

### **Pay on appointment**

For appointments on or after 1 September 2013, the governing body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the Principal (Part 9) and in accordance with the relevant paragraphs of the Document and the Section 3 guidance:

- the pay committee will review the school's headteacher group and the Principal's Individual School Range (ISR) in accordance with paragraphs 7, 8 and 10 (ordinary school), or paragraphs 7, 9 and 10 (special school);
- if the Principal takes on permanent accountability for one or more additional schools, the pay committee will set an ISR in accordance with the provisions of the Document.
- the pay committee will have regard to the provisions of the Document and will also take account of any other permanent payments, made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- the pay committee will exercise its discretion under the Document and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate.

- the pay committee will consider exercising its discretion to award a discretionary payment in accordance with the Document where the governing body consider the school would have difficulty recruiting to the vacant Principal post;
- the pay committee will consider the need to award any further discretionary payments to a Principal in line with the provisions of the Document;
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in the Document. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement.

### **Serving Principals**

The governing body will determine the salary of a serving Principal in accordance with paragraph 6 of the Document.

- the pay committee will review the Principal's pay in accordance with the Document and award up to two performance points where there has been a 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 Principal's most recent appraisal report.
- the pay committee may determine the Principal's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (Section 3 guidance);
- if the pay committee makes a determination to change the ISR, it will determine the Principal's ISR within the group range for the school, in accordance with the Section 3 guidance;
- if the Principal takes on temporary accountability for one or more additional schools, the pay committee will consider awarding a discretionary payment in accordance with the Document.
- the pay committee will consider the use of discretionary payments in accordance with the Document.
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in the Document. However, before agreeing to do so, it will seek the agreement of the governing body, which in turn will seek external independent advice before providing such agreement.

## **15. DEPUTY PRINCIPALS / CLUSTER LEADS**

### **Pay on appointment**

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- the pay committee will determine a pay range in accordance with the Document, taking account of the role of the Deputy Principals and Cluster Leads set out in the Document;
- the pay committee will record its reasons for the determination of the Deputy Principals and Cluster Leads pay range, in accordance with the Section 3 guidance;
- the pay committee will exercise its discretion under the appropriate paragraphs of the Document, and pay any of the bottom three points on the Deputy Principal and Cluster Lead pay range, in order to secure the appointment of its preferred candidate.
- the pay committee will exercise its discretion under the appropriate paragraphs of the Document where there are recruitment issues.

### **Serving Deputy Principals and Cluster Leads**

- the pay committee will review pay in accordance with the Document and award up to two points 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 Principal and Cluster Leads most recent appraisal report;
- the pay committee will review and, if necessary, re-determine the Deputy Principal and Cluster Leads pay range where there has been a significant change in the responsibilities of the serving Deputy Principal and Cluster Lead (Section 3 guidance);
- the pay committee may determine the Deputy Principals and Cluster Leads pay range at any time in accordance with the Section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials;

## **16. ACTING ALLOWANCES**

Acting allowances are payable to teachers who are assigned and carry out the duties of Principal / Deputy Principal / Cluster Lead in accordance with paragraph 30 of the Document. The pay committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder 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 Principal / Deputy Principal / Cluster Lead for a period of four weeks or more, will be paid at an appropriate point of the Principal's ISR /

Deputy Principal / Cluster Lead range, as determined by the pay committee. Payment will be backdated to the commencement of the duties.

## **17. CLASSROOM TEACHERS**

### **Pay on appointment**

The governing body will determine the starting salary of a vacant classroom teacher post on the main pay range or upper pay range, such as the governing body determines, having regard to:

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

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

### **Pay determinations for existing mainscale teachers, effective from 1 September 2013**

The governing body will follow the provisions of the Document 2015 and award a point on the mainscale pay range, unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The pay committee will normally exercise this discretion only in the context of a formal capability procedure. The pay committee will restore the withheld point at the conclusion of the capability procedure where satisfactory performance has been achieved.

Where the teacher is subject to the Appraisal Regulations 2012, the pay committee will award one additional point provided the teacher's performance in the previous school year was excellent, having regard to the results of the most recent appraisal (c.f. the Document 2012).

Where the teacher is not subject to the Appraisal Regulations 2012, the pay committee will award one additional point where the teacher's performance in the previous 12 months was excellent having regard to all aspects of his/her professional duties and the Teachers' Standards, but in particular classroom teaching, in accordance with the Document 2012.

### **Pay determinations for existing main pay range teachers, effective from 1 September 2014**

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

Minimum -	Reference point 1	£23,082	(Note: The reference points are based on the 2012 Main Scale points and will be subject to annual review. Figures quoted are based on the Document 2015 range.)
	Reference point 2	£24,821	
	Reference point 3	£26,731	
	Reference point 4	£28,713	
	Reference point 5	£30,887	
Maximum -	Reference point 6	£33,244	

*Appraisal objectives will become more challenging as the teacher progresses up the main pay range.*

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 all elements of the Teachers' Standards. Teaching should be 'good', as defined by Ofsted.

If the evidence shows that a teacher has demonstrated exceptional performance, the governing body will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of 2 annual points at a time. Teaching should consistently be 'outstanding', as defined by Ofsted.

Judgments 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 outcomes for pupils
- improvements in specific elements of practice identified to the teacher, eg behaviour management or lesson planning
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

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

The pay committee will be advised by the Principal in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The pay committee will be able to justify its decisions.

## **18. ROUND 13 APPLICATIONS FOR THRESHOLD**

If a teacher reached M6 on 1 September 2015 and applies before the 31 October 2016, under Round 13, their applications will be assessed using the Document **2015**, i.e. against the Teachers' Standards and the post-threshold standards, having regard to the most recent appraisal reviews.

## 19. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

From 1 September 2013, 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, in this school, 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 are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application in support of their application.

### Process:

One application may be submitted annually, between 1<sup>st</sup> January and 31<sup>st</sup> October. The closing date for applications is normally *31<sup>st</sup> 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 *31<sup>st</sup> 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 *30<sup>th</sup> 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 means:**

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

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

## **20. UPPER PAY RANGE**

The Upper Pay Range runs from £35,927 to £38,555. (N.B. Figures quoted based on Document 2015).

### **Pay determinations effective from 1 September 2013**

In accordance with the Document 2015 the pay committee will determine that one point be awarded to a teacher on the upper pay spine whose achievements and contribution to the school, throughout the relevant period have been substantial and sustained (Section 3 guidance, the Document 2015).

In reaching its decision, the pay committee shall have regard to the results of the teacher's two most recent appraisal reports, including any pay recommendation, when exercising its discretion in accordance with the provisions of the Document 2015.

### **Pay determinations effective from 1 September 2014**

The pay committee will determine whether there should be any movement on the Upper Pay Range. In making such a determination, it will take into account:

- the criteria set out in the Document 2013;
- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in the Document, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained. 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 evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have made good progress towards their objectives, the teacher will move to £37,217 (the mid-point) on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. Teaching should consistently be 'outstanding' as defined by Ofsted.

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

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

## **21. LEADING PRACTITIONER ROLES**

For the academic year 1-9-15 to 31-8-16, 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 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 learning and teaching within the school which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues, particularly in relation to specific areas such as integrating “classroom” practice with that of the residential education provision.

### **Pay on appointment**

The pay committee will determine a pay range of £5,000 from minimum to maximum for each leading practitioner post in accordance with the Document and the section 3 guidance.

### **Pay determinations with effect from 1 September 2014**

The Principal 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 the Document.

The pay committee will take account of other evidence. The 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 all aspects of the Teachers’ Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

“Highly competent” and “substantial” are defined in the section entitled, “Applications to be paid on the Upper Pay Range”.

The pay committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The pay committee will be able to objectively justify its decision.

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

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

## **22. UNQUALIFIED TEACHERS**

### **Pay on appointment**

The pay committee will pay any unqualified teacher in accordance with 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 the Document.

### **Pay determinations effective from 1 September 2013**

The governing body will follow the provisions of the Document 2012 and award a point on the unqualified teacher scale, unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The pay committee will normally exercise this discretion only in the context of a formal capability procedure. The pay committee will restore the withheld point at the conclusion of the capability procedure where satisfactory performance has been achieved.

Where the unqualified teacher is subject to the Appraisal Regulations 2012, the pay committee will award one additional point where the teacher's performance in the previous 12 months was excellent having regard to the results of the most recent appraisal.

Where the unqualified teacher is not subject to the Appraisal Regulations 2012, the pay committee will award one additional point where the teacher's performance in the previous school year was excellent, having regard to all aspects of the teacher's professional duties, in particular, classroom teaching.

### **Pay determinations effective from 1 September 2014**

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

If the evidence shows that an unqualified teacher has exceptional performance, the governing body will award enhanced pay progression of 2 points on the unqualified teacher scale.

Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:

- an improvement in teaching skills
- an increasing positive impact on pupil progress

- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

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

The pay committee will be advised by the Principal 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.

### **23. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS**

The pay committee may award a TLR to a classroom teacher in accordance with the Document and the section 3 guidance. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools 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 in the Document.

The pay committee may award a TLR3 of between £500 to £2500 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.

### **24. SPECIAL NEEDS ALLOWANCE**

The pay committee will award an SEN spot value allowance on a range of between £2022 and £4034 to any classroom teacher who meets the criteria as set out in the Document.

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. The governing body will take account of the section 3 guidance.

### **25. SUPPORT STAFF**

The pay committee notes its powers to determine the pay of support staff in accordance with the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The pay committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA, which the pay committee consider appropriate for the post. In reaching its determination, the pay committee will consider the advice of the LA, but will not consider itself bound by that advice. Pay progression for support staff will normally be on the basis of one point on the pay spine,

up to the maximum of the range for the post, on the anniversary of the employee's appointment - provided the outcome of the employee's appraisal/supervision is satisfactory. Exceptions to this would arise where the employee has had their period of induction (also known as a probationary period) extended, or where they have become subject to formal capability procedures.

Where the annual appraisal indicates exceptional performance, the appraiser can make a recommendation to the Principal that the member of staff should advance by two spine points on the scale, provided that the increase will not take the member of staff beyond the maximum for the range for the post.

## **26. 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 the Local Authority 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.

## **27. 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.

## **28. TEACHERS EMPLOYED ON A SHORT NOTICE BASIS**

Such teachers will be paid in accordance with the Document.

## **29. 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.

## **30. 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 1/195<sup>th</sup> of the teacher's actual salary.

### **31. 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).

### **32. 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 the Document.

## **APPENDIX 1 - PAY PROGRESSION FOR NON-TEACHING STAFF:**

### **Members of non-teaching staff appointed on NJC scales (i.e. Residential Education, Administration, Maintenance and Site, Catering, Cleaning and Domestic staff)**

Most members of non-teaching staff are appointed to particular points on the local authority NJC scales and pay progression is limited to those points on the pay spine which form the range allocated to the post. Where employees on these scales are performing satisfactorily, there is an expectation that they will progress to the next point on the spine on the anniversary

of their appointment, until they reach the top of the range. Exceptions to this practice would be employees who have had their period of induction extended due to concerns about their performance and employees who are performing below expectations and for whom a capability process has been started or where they have been invited to a formal meeting to answer concerns which may result in a capability process being started.

Prior to September 2013 there has been no formal system at the school for accelerated progression within the designated pay range for exceptional performance. From September 2013, where the annual appraisal indicates exceptional performance, the appraiser can make a recommendation to the Principal that the member of staff should advance by one point on the scale and receive an additional *merit point*, provided that the increase will not take the member of staff beyond the maximum for the range for the post. All such recommendations will be moderated by the Principal, who will decide whether to accept or reject the recommendation.

### 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 Development 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%
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(\* 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 2 - APPEALS PROCEDURE

The School Teachers' Pay and Conditions Document ("the Document") requires schools and local authorities to have a pay policy in place that sets out the basis on which teachers' pay is determined and the procedures for handling appeals. This policy extends the right of appeal to every salaried member of staff at Parkwood Hall Co-Operative Academy.

As part of the overall appraisal process, a pay recommendation is made by the appraiser/reviewer (normally the line manager) and discussed with the employee at the Review Meeting prior to being submitted to the Principal, the school's Pay Committee or other relevant decision-making body. Written details of and the reasons for the pay recommendation will be given to the employee.

At this particular stage of the pay determination process, if the employee wishes to better understand the rationale for the pay recommendation or bring any further evidence to the attention of the appraiser/reviewer, they should be given the opportunity to do so before the final pay recommendation is drafted in the appraisal report. The nature of any subsequent appraisal and pay discussion will be informal and therefore representation (on either side) is not necessary nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted or it may remain the same; the appraisal report will be updated to reflect the discussion.

If an employee believes that the final pay recommendation falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal

Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

## **Appeal Hearing Procedure**

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

### **Guidance**

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

### **Appeal Procedure Steps: Informal Stage**

As part of the pay determination process, the line manager (“the recommendation provider”) will make a recommendation to the “the decision maker” (the person/s or committee responsible for approving the pay recommendation) supported by relevant assessment evidence. On determining a teacher’s pay, “the decision maker” will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to “the decision maker”. For all other employees, the decision maker will ensure that they receive written notification of changes to their salary, and where this involves delaying or withholding an increment, or paying an additional increment, reasons for the salary decision.

If the employee wishes to appeal the decision, they must do so in writing to “the decision maker”, normally with 10 school working days or within a mutually agreed alternative timescale. The appeal must include a statement, in sufficient detail, of the grounds of the appeal. In the event that an initial appeal is raised, “the decision maker” must then arrange to meet the employee to discuss the appeal. “The recommendation provider” should also be invited to the meeting to clarify the basis for the original recommendation.

“The decision maker” will reconsider the decision in private and write to the employee to notify them of the outcome of the review and of the teacher’s right of appeal to the Governing Body. If the teacher wishes to exercise their right of appeal, they must write to the Clerk of the

Governing Body at the earliest opportunity, and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Formal Stage of the Appeal Procedure.

### **Appeal Procedure Steps: Formal Stage**

On receipt of the written appeal, the Clerk to the Governing Body will establish an Appeal Committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both “the recommendation provider” and “the decision maker” will be required to attend the meeting.

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

Following the conclusion of representations by all relevant parties, the Appeal Committee will then consider all the evidence in private and reach a decision. The Appeal Committee will write to the employee notifying them of their decision and the reasons for it. Other attendees at the meeting will also be notified of the decision. The decision of the Appeal Committee is final.

### **The Modified Procedure**

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

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

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

Authorised Signature: Nick White\_\_\_\_\_ (Principal) on 21/1/2016

Authorised Signature: \_\_\_\_\_ (Chair of Governors) on \_\_\_\_\_

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<b>Date Reviewed:</b>	<b>Document Control:</b>	<b>Updated by:</b>	<b>Next Review:</b>
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