



**WHOLE SCHOOL PAY POLICY
May 2017/May 2018**

**PROCEDURES FOR TEACHERS & SCHOOL
BASED STAFF**

(Updated Sept 17 with pay award)

WHOLE SCHOOL PAY POLICY EFFECTIVE FROM 1 SEPTEMBER 2017

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INTRODUCTION

The School Teachers' Pay and Conditions Document (STPCD) places a statutory duty on schools and local authorities to have a pay policy in place which sets out the basis on which they determine teachers' pay and to establish procedures for determining pay appeals. Governing bodies are required to monitor the implementation and outcome(s) of the policy and review its operation annually. All procedures for determining pay should be consistent with the principles of public life – objectivity, openness and accountability. Oaklands school carries out performance management of teachers during the spring term and reviews pay during the summer term in order that teachers are aware of pay decisions ahead of September the 1st when these take effect.

To ensure fair and equitable treatment for all staff, including non-teaching staff, it is recommended that a whole school pay policy is established and adopted to encompass all staff employed by the school.

When making recommendations and determinations regarding pay, schools must have regard to both their pay policy and to an individual's post within the staffing structure. For this reason, a copy of the staffing structure should be attached to the pay policy.

One of the main changes in the 2013 School Teachers Pay and Conditions Document is that all pay progression from September 2014 should be linked to performance. Relevant bodies are therefore also required to establish a whole school performance management policy and monitor its effectiveness on an annual basis.

Decisions relating to pay must be made with reference to achievement against performance objectives. It is therefore recommended that links between the performance and pay policies are clearly stated.

This model pay policy has been developed from research across a number of authorities and includes the recommendations of the model pay policy for teachers agreed by NUT, NAHT, ASCL, ATL, DFE, NASUWT and NEOST. It recommends a structure for schools to follow and covers all areas of pay discretion that schools need to consider. Some items, for example residential allowances, will only apply to particular establishments and/or posts.

This model pay policy has been developed to enable the school's compliance with the current School Teachers' Pay and Conditions Document and legislation that affects all employers including legislation on equality, employment protection and data protection.

Consultation with union representatives and staff side representatives on this model Pay Policy has taken place.

However, the Governing bodies and head teachers should consult staff and union representatives when statutory changes occur, to ensure it reflects the latest legal position. In the event of any inadvertent contradictions between the pay policy and statutory requirements, statute will take precedence.

RESPONSIBILITY

The School Governance (Procedures) (England) Regulations 2007 enable the governing body to delegate a function or activity to a committee or individual governor. It is recommended that the governing body establish a pay committee with fully delegated authority to develop, implement and administer the pay policy on its behalf.

The pay committee will be responsible for pay determinations in accordance with the pay and performance policies on behalf of the governing body and will report back on their actions.

The pay committee will normally be made up of three members of the governing body, perhaps from existing finance and personnel committees, excluding the head teacher and any other members paid to work in the school. It is not recommended that an individual governor be assigned to this role as this may leave decisions open to challenge. Where a governing body does not have a significant number of members, consideration may be given to forming a pay committee of two members and arranging for a peer governor from another school to join the committee.

The head teacher and leadership team shall be responsible for advising the pay committee on its decisions.

Each member of staff should be provided with a copy of the pay policy; this may be done electronically.

The governing body will ensure that appropriate funding is allocated for pay within the schools' staffing structure and pay policy, with regard to planned and potential determinations on performance pay progression.

AIMS

The governing body aims to implement a pay policy which enables decisions to be made in a fair, equitable and responsible manner and supports Teachers standards and the school improvement plan.

The governing body aims to have a staffing structure which is related to the school improvement plan within which grades and teaching and learning responsibility payments are linked to clearly identifiable posts.

Oaklands School

WHOLE SCHOOL PAY POLICY May 2017 to May 2018

INTRODUCTION

The governing body aims to maximise the achievement of every pupil at the school and recognises the value of a well-motivated and capable body of teaching and support staff in the achievement of this.

The governing body is required to establish a whole school pay policy, monitor the implementation and outcome(s) of the arrangements and review the policy and its operation every year. This pay policy seeks to ensure that all staff are properly rewarded for their contribution towards this shared goal.

In adopting the pay policy the aim is to:

- ✓ Maximise the quality of teaching and learning at the school, but ensuring that implementation of the policy takes full account not only of Teachers standards, the school improvement plan, the school's agreed self evaluation and other key documents.
- ✓ Have proper regard for the work/life balance of staff at the school.
- ✓ Recruit, retain, motivate and develop high quality staff.
- ✓ Be able to demonstrate that the policy and decisions on pay are managed in a fair, just and equitable way, recognising the principle of equal pay for like work and work of equal value.
- ✓ Determine the annual pay budget, including that for pay progression, compatible with the school's overall budget position.
- ✓ Be consistent with the schools' performance management policy.

The governing body has established a pay committee with fully delegated authority for this function. The membership and terms of reference for the pay committee may be found at **Appendix 1**.

This policy has been developed with regard to the statutory requirements of the most recent **School Teachers' Pay and Conditions Document** and legislation that affects all employers including legislation on equality, employment protection and data protection.

BASIC PRINCIPLES

The staffing structure for the school is attached at **Appendix 2**. All posts within the structure have detailed job descriptions which are subject to review. Job descriptions should be written with due regard to enabling staff to maintain a reasonable work/life balance.

Changes to staffing structures are managed via reorganisation procedures and include consultation with staff and Trade unions.

The governing body has determined the range and grade of each post in accordance with the relevant job evaluation scheme, taking into account the duties and responsibilities of each post.

The governing body is committed to the operation of a performance management scheme for all staff, with the objective of maximising the professional development of all staff and progress of pupils. The governing body will ensure that all staff in school have access to advice, training and developmental opportunities appropriate to their needs.

A performance management policy has been adopted by the school to facilitate links between performance and pay decisions for all teaching and support staff.

APPEALS PROCEDURE

A member of staff may seek a review of any determination in relation to his or her pay or any other decision taken by the governing body (or committee or individual acting with delegated authority) that affects his or her pay.

Appeals may be made on the grounds that the person or committee by whom the decision was made has:

- a) incorrectly applied any statutory provision
- b) failed to have proper regard for statutory guidance
- c) failed to take proper account of relevant evidence
- d) was biased, and/or
- e) otherwise unlawfully discriminated against the individual concerned.

This list is not exhaustive.

The procedure for considering appeals is as follows:

The member of staff receives written confirmation of the pay determination and where appropriate the basis upon which the decision was made.

Informal stage

1. If the member of staff is not satisfied, he/she should seek to resolve this by

discussing the matter informally with the decision maker within ten working days of the decision.

2. Where this is not possible, or where the staff member continues to be dissatisfied with the decision, he/she may follow a formal appeal process.

Formal stages

3. The staff member should set down in writing the grounds for questioning the pay decision and send it to the person or committee who made the determination, within ten working days of the notification of the decision being appealed against or the outcome of the informal discussion referred to above.

4. The committee or person who made the determination should arrange a hearing, within a reasonable period of receipt of the written appeal, this would normally be within 15 working days, at which he/she/they will consider the appeal and give the staff member an opportunity to make representations in person. Following the hearing the employee should be informed in writing of the decision and the right to appeal. The deadline for any appeal will be ten working days from receipt of written confirmation of the decision.

5. Any further appeal should be heard by a panel of three governors who were not involved in the original determination normally within twenty working days of the receipt of the written notification of appeal. The member of staff will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing and where the appeal has been rejected this will include a note of the evidence considered and the reasons for the decision. The decision of the governors at this hearing will be final.

At all hearings under formal procedures the staff member is entitled to be accompanied by a work place colleague or Trade union representative.

SUPPORT STAFF PAY

The governing body recognises and values the contribution made to the school by non-teaching staff, known collectively as support staff.

Conditions of Service

The pay and conditions for support staff are determined through the National Joint Council for Local Government Services as adopted by Hounslow Council and the School. This group of staff includes all staff at the school that are not subject to teachers' pay and conditions.

Pay Spine

Where the governing body of a community, voluntary controlled, community special or maintained nursery school identifies a support staff post to be filled, it may recommend a person to the LA. Any such recommendation must include a job specification and information relating to duties, hours of work, duration of appointment, grade and remuneration.

The grade should be that considered appropriate by the governing body, but must also be on the scale of grades applicable in relation to employment with the LA.

Job Descriptions and Job Evaluation

The governing body has determined the range and grade of each post in accordance with the agreed job evaluation scheme, taking into account the duties and responsibilities of each post.

Salary on Appointment

It is expected that on appointment an individual will normally be placed at the first point of the relevant grade. Consideration may also be given to appointment above the first point of the scale in recognition of experience and/or qualifications and where there is a justifiable business case for doing so.

Incremental Progression

In accordance with the incremental progression procedure adopted by the Governing Body, support staff may move one point on their pay grade on 1st April each year until the top of the range for the grade is reached. Where an individual commences employment with the school after 1st October in any year there will be no incremental progression the following April; this will instead take place at the date 6 months from their start date, subject to satisfactory performance and thereafter on 1st April each year as above. In all cases, there will be no incremental progression beyond the evaluated grade of the post.

An incremental progression point may be withheld in exceptional circumstances if the staff member is subject to unsatisfactory performance procedures.

Additional Payments

Governing bodies may choose to reward support staff with an additional payment for outstanding performance contributions over and above their normal duties where eligible, using one of the schemes below:

Acting allowance

Where a member of staff covers the full duties of a higher graded role on a temporary basis, for example to cover a vacancy or in the absence of the substantive post holder (other than to cover for annual leave), for a period of at least 4 weeks, they may be paid an acting allowance equivalent to the grade of the post they are covering. Acting arrangements are time limited and will be subject to regular review.

Where an employee is undertaking partial duties of a higher graded role, a percentage payment may instead be considered.

The level of payment will depend upon the circumstances and will be paid as a percentage uplift in salary, to a maximum of 10% of their basic salary, for a time limited period. It would not normally be expected to award a percentage payment for longer than 6 months duration and any payment will be subject to regular review. These payments can be withdrawn at any time and for any reason.

Overtime

Overtime must be agreed in advance by the Head Teacher. Overtime can only be paid for hours over the contractual hours of 36. Overtime is paid in line with council pay rates (NJC)

It is recommended that the maximum hours of work in one day is limited to 9 hours and no more than 48 hours in one week. This excludes civil emergencies.

London Living wage

The School supports the Council's policy to pay employees an hourly rate no lower than the London Living Wage as defined by the Mayor of London.

TEACHING STAFF PAY

The governing body recognises and values the contribution made to the school by teaching staff. This group of staff includes all staff at the school that are subject to teachers' terms and conditions.

Conditions of Service

Pay and conditions for teaching staff are consulted on nationally and the statutory requirements are set out in the School Teachers' Pay and Conditions Document (issued annually) and the Conditions of Service for School Teachers in England and Wales (often referred to as the Burgundy Book).

Pay Spine

All teachers employed at the school are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document, as updated. A copy of the STPCD may be viewed in the school office or online at www.education.gov.uk

Pay Reviews

The governing body will ensure that every teacher's salary is reviewed with effect from 1 September and no later than 31 October (31 December for the head teacher) each year and provide them with an individual written statement setting out their salary, any other financial benefits to which they are entitled, and advising where a copy of the whole school pay policy (including the staffing structure) may be inspected.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that leads to a change in the basis for calculating an individual's pay. A written statement will be provided after any review and where applicable will give information about the basis on which it was made.

Where a pay determination leads or may lead to a period of salary safeguarding, the governing body will give the required notification as soon as possible and no later than one month after the date of the determination.

Pay range for head teachers

The governing body has a statutory duty to assign a school group size and a seven point individual school range for the head teacher whenever it sees fit, eg when planning a new appointment, when the pay range for a deputy or assistant head teacher is set which overlaps with the ISR, or when there is a change in the school, such as an increase in pupil numbers or the introduction of additional services, which leads to a change in responsibilities for the head teacher.

The governing body will calculate the head teacher group size each September and determine the appropriate Individual School Range (ISR) within the parameters of the current STPCD and with due regard to current Council guidance., **Appendix 5.**

For determinations of the ISR from 1 September, the governing body will assign the group size in accordance with the calculations as set out in the most recent STPCD . Under no circumstances can the governing body assign a higher group size than that calculated in accordance with the STPCD. The governing body will assign a seven point ISR within the assigned group size.

Where an ISR has been determined prior to 1 September 2011 and is above the calculated group size, it will remain in place until a new determination is made.

Where the governing body has previously made a decision to increase the individual school range beyond the maximum of the leadership group pay spine, this will remain in place and the governing body will continue to determine the value of each point above the highest point for so long as that ISR applies.

The governing body will ensure that the process of determining the remuneration of the head teacher is fair and transparent. There will be a proper record made of the reasoning behind the determination of the ISR and the ratification of decisions made in this respect.

The individual school range for the academic year 2017-2018 is L29 – L35

At present Head Teacher and Deputy Head Teacher salaries reflect transitional arrangements from previous regulations.

Determination of discretionary payments to head teachers

The governing body will determine an ISR which takes into account the full responsibilities of the Head Teacher's post as and when it sees fit. For pay determinations made from 1 September 2013, the governing body will consider additional discretionary payments only in **exceptional circumstances**. Please refer to **appendix 5**.

Any discretionary payments in addition to the salary arising from the head teacher's point on the ISR will be made in accordance with the most recent STPCD.

The total of all discretionary payments made to a head teacher in respect of any school year (with the exclusion of residential payments and/or relocation expenses) will not exceed 25 per cent of the amount which corresponds to their point on the assigned ISR in that year. It is noted that any payment made above 10% may have pension implications and that cost will need to be taken into consideration by the school.

It will be wholly exceptional to make discretionary payments which exceed the limit of 25 per cent. If it is considered that there are wholly exceptional circumstances that warrant a payment in excess of this limit, the governing body will make a business case, and will seek external independent advice from the Local Authority as to whether the provisions of the document have been properly applied to the head teacher's pay. The current independent advisor on pay for the Local Authority is Ohifeme Ohiosimuan Human Resources Manager.

The governing body will keep a full and accurate record of advice received and all decisions made by the governing body and the reasoning behind them.

In making any decision to exercise its discretion in this respect, the governing body will ensure that to action such an increase will offer the school value for money in the services it is able to provide in relation to the costs incurred and will require evidence to support any such case. A template for recording such decisions may be found within the guidance in **Appendix 5**.

On appointment a head teacher must be paid a salary equal to the amount specified for one of the bottom four points of the individual school range. The individual school range is not an incremental scale and there is no automatic right to pay progression. Decisions regarding pay progression will be made with reference to the school's performance management policy and in accordance with the guidance at appendix 4. Any such movement up the individual school range shall not exceed two spine points in the course of any school year. The circumstances in which the governing body will consider awarding two points in one year are ;

- expansion of the school
- Head has dealt with particular challenges
- Head has exceeded performance management objectives

Pay range for deputy and assistant head teachers

The governing body has determined that 1 deputy head teacher post and 3 assistant head teacher posts are to be included in the school's staffing structure, **Appendix 2**. Where there is more than one deputy head teacher or more than one assistant head teacher, the governing body have the discretion to determine different pay ranges for each post.

The professional duties of deputy and assistant head teachers are set out in the current STPCD.

The governing body will determine a five point pay range for deputy and assistant head teachers. The governing body must ensure that the pay range for deputy and assistant head teachers is determined in accordance with the current STPCD with due regard to pay rates for other teaching posts and the head teacher.

The pay range for deputy head teachers for the academic year 2017-2018 is as follows:

Spine Point Value

L22-L26

The pay range for assistant head teachers for the academic year 2017-2018 is as follows:

Spine Point Value

L10 – L14

The governing body will determine the pay range for deputy and assistant head teachers in the following circumstances:

- ✓ When it proposes to make new appointments, or
- ✓ Where there is a significant change in the responsibilities of serving deputy or assistant head teachers.

The pay range will be determined on 1 September each year or at any other time of year to reflect changes in circumstances or job description that lead to a change in the basis for calculating pay, or at any time if it is considered necessary to retain a deputy or assistant head teacher.

In making any decision to exercise its discretion in this respect, the governing body will ensure that to action such an increase will offer the school value for money in the services it is able to provide in relation to the costs incurred and will require evidence to support any such case.

On appointment a deputy or assistant head teacher must be paid a salary equal to the amount specified for one of the bottom three points of the deputy or assistant head teacher pay range. The deputy and assistant head teacher ranges are not incremental scales and there is no automatic right to pay progression. Decisions regarding pay progression will be made with reference to the school's performance management policy. Any such

movement up the deputy or assistant head teacher pay range shall not

exceed two spine points in the course of any school year. The circumstances in which the governing body will consider awarding two points in one year are:

- They have taken on more responsibility
- Deputy and assistant head teachers are not eligible for teaching and learning responsibility payments.

Teachers Pay

Basic pay determination on appointment

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

Governing bodies are no longer required to match a teacher's existing salary on either the main, expert or the unqualified pay scales. Governors will ensure that the existing pay point of teachers applying for post in the school is matched only where the teacher can demonstrate the level of expertise needed in a special school environment as indicated in the school professional skills level descriptors. There is no automatic assumption that a teacher will be paid at the same rate that they were being in a previous school.

In exceptional circumstances the governing body reserves the right to consider offering a higher alternative salary level.

In making such determinations, the Governing Body will take into account the following:

- ✓ The nature of the post
- ✓ The level of qualifications, skills and experience required
- ✓ Market Conditions
- ✓ The wider school context

Classroom teacher posts

The Governing Body has established the following pay scales for classroom teacher posts as set out in appendix 4 paid on the Main Pay Range and Upper Pay Range:

Band 1 teacher

T1 £26662

T2 £28315

T3 £30067

Band 2 Accomplished Teacher

AT1 £31929

AT2 £34637

AT3 £37275

AT3a £37645

Band 3 Expert Teacher

E1 £39519

E2 £40981

E3 £42498

Pay rates updated September 2017

PAY PROGRESSION BASED ON PERFORMANCE

The arrangements for teacher appraisal are set out in the performance management policy. A copy of the school's performance management policy can be found on the teacher server or in the folder stored in the staffroom.

Decisions regarding pay progression will be made with reference to the teachers' performance management review, and the pay recommendations they contain on lesson observations carried out during the performance management cycle and on the teacher's overall performance throughout the school year.

In the case of NQTs, pay decisions will be made by means of the statutory induction process.

It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

To be fair and transparent, assessments of performance will be properly rooted in evidence from the performance management process. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions.

Where teachers have joined the school part way through a performance Management/appraisal cycle, the Governing Body will, where necessary, seek evidence from the previous schools to assist pay decisions and, where necessary, may seek evidence from the teachers themselves.

Teachers' performance management reports will contain pay recommendations which will be considered alongside the teachers overall performance.

Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body, having regard to the performance management/appraisal report and taking into account advice from the senior leadership team.

MOVEMENT TO THE EXPERT TEACHER RANGE

Applications and Evidence

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

Teachers will be eligible for progression to the Expert Teacher Range- having reached AT3 on the schools pay range

Applications may be made once a year. Where teachers wish to be assessed, they should notify their appraiser in writing, which should be submitted by the teacher to the appraiser at the performance management planning meeting. The teacher's application will be appended to their performance management planning statement.

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

The Assessment

An application from a qualified teacher will be successful where the Governing Body is satisfied that:

- (a) the teacher is highly competent in all elements of the relevant standards; and
- (b) the teacher's achievements and contribution to the school are substantial and sustained.

For the purposes of this pay policy, the Governing Body will be satisfied that the teacher has met the expectations for progression to the Expert Teacher Range where the Expert Teacher Range criteria have been satisfied as evidenced by two successful and consecutive performance management reviews.

In making its decision, the Governing Body will have regard to the two most recent performance management/appraisal reviews.

Processes and procedures

The assessment will be made within 15 working days of the receipt of the application or the conclusion of the performance management/appraisal process, whichever is later. If successful, applicants will move to the Expert Teacher Range from the previous 1 September and will be placed on point 1 of that pay scale. If unsuccessful, feedback will be provided by the head teacher as soon as possible and at least within 15 working days of the decision; and will cover the reasons for the decision and the appeals arrangements available to the teacher. Any appeal against a decision not to move the teacher to the Range will be heard under the school's appeals arrangements detailed earlier in this policy.

Part-time teachers

Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing Body will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the school's timetabled teaching week for a full-time teacher in an equivalent post. Any additional hours worked by agreement from time to time will be paid at the same rate.

Newly qualified teachers

Decisions on pay progression for newly qualified teachers subject to statutory induction arrangements will be taken by 31st July each year to take effect on 1st September of that year and will be based on a recommendation from the Head Teacher which takes account of the teacher's assessment under the induction arrangements and against Teachers' Standards.

Short notice/supply teachers

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

Teachers who are employed to teach for the full pupil day will be paid at a daily rate of 1/195th of the annual pay they would receive if engaged on a regular contract.

Teachers who work less than a full day will be hourly paid and will also have their salary calculated as an annual amount which will then be divided by 195 then divided again by the proportion of the full pupil day which they teach to arrive at the hourly rate.

Pay increases arising from changes to the STPCD

The school will pay teachers in accordance with the current STPCD, as updated from time to time and to a pay award that is the outcome of the School Teachers' Review Body (STRB) pay review process

DISCRETIONARY ALLOWANCES AND PAYMENTS

Teaching & Learning Responsibility Payments (TLRs)

The Governing Body pays TLR 1 and 2 payments to teachers as indicated in the attached staffing structure, in accordance with the pay ranges specified in the current STPCD as updated from time to time and the following levels and values will apply:

TLR 1: £7699- £13027

TLR 2: £2667 - £6515

TLR 3: £529 - £2603

The criteria for the award of TLR 1 and 2 payments are as follows:

Before awarding any TLR 1 or 2 payment, the Governing Body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that:

- a. is focused on teaching and learning;
- b. requires the exercise of a teacher's professional skills and judgement;
- c. requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- d. has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- e. involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a TLR1 payment, the Governing Body must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Teachers will not be required to undertake permanent significant additional responsibilities without payment of an appropriate permanent TLR1 or TLR2 payment.

Before making any TLR3 payment, the Governing Body must be satisfied that the responsibilities meet a, b and d of the above criteria; that they are being awarded for clearly time limited school improvement projects or externally driven responsibilities; and that the responsibilities are not a permanent or structural requirement which should instead be rewarded by means of a permanent TLR payment.

Where the Governing Body wishes to make TLR3 payments, the proposed responsibilities, level of payment (within the published range) and the duration of payment will be set out clearly. The Governing Body will ensure that the use of TLR3 applies only to clearly time limited school improvement projects or one-off externally driven responsibilities and where there is a genuine development or operational need.

Special educational needs (SEN) allowances

The Governing Body will award SEN allowances in accordance with the criteria and provisions set out in the current STPCD.

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

SEN1 £2106

SEN2 £4158

Acting allowances

Where any teacher is required to act as head teacher, deputy head teacher or assistant head teacher for a period in excess of four weeks, s/he will receive an additional allowance in order that the total pay received is equal to that of the pay for the relevant school group, in line with the current STPCD.

Payments will be backdated to the day on which the teacher assumed those duties. No pressure, direct or indirect, will be placed on teachers to act up where such acting up is voluntary on their part.

Recruitment and retention incentives and benefits

Where the Governing Body wishes to make recruitment and retention payments to teachers, the level, duration and criteria for such payments will be set out clearly in this policy. Such payments will be reviewed annually.

Honoraria

The Governing Body will only pay an honoraria in exceptional circumstances to any member of the teaching staff for carrying out duties beyond their job description where agreed by the pay committee. Any honoraria payment is made in the year in which the additional duties were carried out and will not form part of an ongoing salary.

Safeguarding

The Governing Body will operate salary safeguarding arrangements in line with the provisions of the current STPCD.

All teachers in receipt of safeguarding sums totalling more than £ 500 may be required to carry out work commensurate with those sums, and safeguarding will be lost if they unreasonably refuse to do so.

Safeguarding will end if the teacher ceases to be a classroom teacher on either a permanent or temporary basis of more than four weeks.

Appeals

The arrangements for considering appeals on pay determination are set out earlier in this policy.

APPENDIX 1: PAY COMMITTEE TERMS OF REFERENCE

Delegation of Function

The Governing Body shall establish a Pay Committee authorised to decide all pay matters relating to staff, to decide performance matters relating to staff other than the Head Teacher, to recommend the whole school pay policy for adoption by the Governing Body on an annual basis, and to monitor the implementation of the approved pay policy.

Membership

The Pay Committee shall consist of at least three named members of the Governing Body, elected by the Governing Body, none of whom are paid to work at the school.

Quorum

Two Governors.

Terms of Reference

The Pay Committee will have full powers to make decisions within the pay policy adopted by the governing body. All discussions relating to individual pay and/or determinations made by the Pay Committee must remain confidential and all documentation must be stored appropriately. The terms of reference are:

- To draft the whole school pay policy on an annual basis and make a recommendation to the Governing Body for its adoption.
- To achieve the aims and objectives of the school pay policy.
- To apply the criteria within the policy fairly and consistently, including links with the school performance management policy, in determining the pay of each member of staff, taking account of any recommendations made by the Head Teacher, or in the case of the Head Teacher by the Governor

Reviewers.

- To observe all statutory and contractual obligations.
- To ensure that the pay policy complies with the most recent School Teachers' Pay and Conditions Document.
- To ensure that all pay decisions have regard to the legislation outlined in the introduction to the pay policy.
- Within the pay policy, to determine appropriate salary/salary range for members of the leadership_ group. To determine the appropriate levels of teaching and learning_ responsibility allowances, special educational needs allowances and other allowances specified within the pay policy.
- To ensure that appropriate external advice is sought in relation to decisions made, eg Independent external Advisor, the school's allocated human resources advisers, governor services.
- To ensure that a staffing structure for the school is maintained and appended to the pay policy, clearly indicating which posts will attract a teaching and learning responsibility allowance and which posts are part of the leadership group, with regard to the recommendations of the Head Teacher.
- To ensure that accurate and up to date job descriptions are maintained

within the school so that decisions relating to additional allowances are informed and may be awarded in fair and consistent manner.

- To recommend the annual pay budget, including pay progression at all levels, to the governing body.
- To minute clearly the reasons for all recommendations and decisions and report back on these to the full governing body.
- To ensure that each member of teaching staff receives a written statement of their breakdown of pay as at 1st September by 31st October each year.
- To determine whether to delegate to the Head Teacher responsibility for agreeing performance objectives (in accordance with the current School Teachers' Pay and Conditions Document) for teachers and members of the leadership group. It is recognised that these objectives may be the same as, or based upon, the performance management objectives for these members of staff agreed in accordance with the current performance regulations.

Pecuniary Interest

No member of the pay committee may participate in discussions leading to decisions in which s/he has a pecuniary interest.

Appeals

Appeals against the decisions of the pay committee will be managed in accordance with the appeals procedure within the whole school pay policy.

Reporting

The pay committee will report back to the governing body on an annual basis or more often as required on their actions and decisions in a confidential section of the agenda.

APPENDIX 2: STAFFING STRUCTURE

This should clearly show reporting lines, grades/pay scale applicable to each post and identify which posts are eligible for a TLR payment and at which level, as indicated in the following example]

HT L29 – L35

DHT L22-L26

Head of Secondary L18-21

Head of Primary L15-18

AHT L10 – L14

Teacher with TLR 2

Teacher-Oaklands pay scale

Cover supervisor-SO1

Senior Teaching Assistant – SO1

Specialist Teaching Assistant-SC6

Lead Job coach – **SO1 or SC6**

Job coach- SC5

Teaching Assistant-SC5

Family Support Worker – SC5

Learning Support Assistant –SC4

Relief Learning Support assistant – SC3

Apprentice TA-£6000

Administration and site teams

Facilities manager PO3

Site Manager-SO2

Caretaker/groundsperson SC5

Janitor/facilities assistant/cleaners-SC LLW1a

HR officer PO1

HR assistant

Finance officer PO1

Finance assistant SC5

ICT manager PO3

ICT technician SC5

PA to HT &DHT – SO1

School Administrator/welfare assistant-SC5

Receptionist/admin assistant –SC4

SMSA – SC LLW1b

Janitor/facilities assistant/cleaners-SC LLW1a

**Hounslow Single Status Pay Scales
Implementing Pay Award
w.e.f. 1st April 2017**

Grade	Spinal Column Point	Salary	Grade	Grade	Spinal Column Point	Salary	Grade
LLW1a	6	18301		S02	32	30324	
	6	18301	LLW1b		33	31170	PO1
	7	18301			34	31998	
SC1c	8	18301		PO2	35	32628	
	9	18301			36	33444	
	10	18330			37	34338	
	11	18357	SC2		38	35286	PO3
	12	18375			39	36372	
	13	18396			40	37293	
SC3	14	18657		PO4	41	38229	PO5
	15	18936			42	39147	
	16	19281			43	40086	
	17	19623			44	41025	
	18	19917	SC4		45	41898	PO6
	19	20598			46	42876	
	20	21276			47	43815	
	21	21984			48	44751	
SC5	22	22506			49	45666	PO7
	23	23115			50	46608	
	24	23802		PO8	51	47544	
	25	24510			52	48489	
	26	25242	SC6		53	49452	PO9
	27	26019			54	50445	
	28	26805			55	51465	
SO1	29	27801		PO10	56	52476	PO11
	30	28668			57	53478	
	31	29517			58	54480	
<p>A recruitment and retention initiative was in existence, adding one extra point to the top of scales 1,2,3 and 4. Staff under a contract where this point is identified will continue to progress to the spinal column points shown below:</p> <p>Scale 1 SCP 12 Scale 2 SCP 14 Scale 3 SCP 18 Scale 4 SCP 22</p> <p>Scale 1 -4 posts appointed from 1.9.01 do not include the recruitment and retention point.</p> <p>*SCP4 deleted w.e.f. 1.10.13.</p>				PO12	59	55494	PO13
					60	56496	
					61	57501	
				PO14	62	58515	PO15
					63	59523	
					64	60525	
					65	61536	
				PO16	66	62829	
					67	64140	
					68	65481	
69	66861						
					70	68259	

Appendix 4 PROFESSIONAL SKILLS LEVEL DESCRIPTORS Oaklands School

Professional Area	Standards	Band 1: Teacher Range T1 – T3	Band 2: Accomplished Teacher Range AT1 – AT3	Band 3: Expert Teacher Range ET1 – ET3	
PROFESSIONAL PRACTICE	1.1(1) 1.2(2,3,5) 1.3 (1,3) 1.4(1,2,3) 1.5 all 1.6 (1) 1.7 (1,2,3) 1.8 (3)	2.1 (2,4) Preamble	T1 - Many aspects of teaching, recording and reporting over time are good. T2/T3 – An increasing number of aspects of teaching, recording and reporting over time are good. SEN knowledge and understanding is developing.	AT1 -Most aspects of teaching, recording and reporting over time are good. AT2/3 -All aspects of teaching, recording and reporting over time are at least good and there is emerging outstanding practice	All aspects of teaching, recording and reporting are good, and an increasing number over time are outstanding, with expertise in SEN driving practice.
PROFESSIONAL OUTCOMES	1.1(2) 1.2(1,2,3) 1.5(1) 1.6 (3,4)	Preamble	With appropriate professional coaching and support, there is evidence of the teacher having a significant impact on pupil progress	There is evidence of the teacher having a significant impact on pupil progress	There is evidence of the teacher having a significant impact on pupil progress by developing provision and practice throughout the school
PROFESSIONAL RELATIONSHIPS	1.1(1) 1.6(4) 1.7(4) 1.8(2,3,5)	2.1 (1,3,4) Preamble	Positive working relationships with pupils, colleagues and parents are emerging.	These working relationships result in productive sharing of professional practice with others.	Working relationships with colleagues are characterised by an enthusiastic commitment to helping them overcome professional challenges
PROFESSIONAL DEVELOPMENT	1.2(4,5) 1.3(1,2,4,5) 1.4(4,5) 1.5(2,3,4) 1.6(1) 1.8(4)	2.1(2) 2.3 Preamble	Develops and improves professional practice in line with advice from experienced colleagues	Shows an increasing ability to evaluate accurately own performance and improve practice	Proactively leads the professional development of own and others in a way which leads to improved outcomes for pupils
PROFESSIONAL CONDUCT	1.1(3) 1.7(1) 1.8(1) 2.1(all)	2.2 2.3 Preamble	Meets all standards for professional conduct set out in the Teachers' Standards	Meets all standards for professional conduct set out in the Teachers' Standards	Meets all standards for professional conduct set out in the Teachers' Standards

APPENDIX 5:



PAY REVIEW FOR SCHOOL LEADERSHIP POSTS 2017

This form should be used to communicate to the Local Authority the pay decisions for leadership posts (i.e. headteacher, deputy headteacher and assistant headteacher posts) concerning *performance pay progression* and where applicable a *change of pay range* if this is effective at 1 September 2017.

PERFORMANCE PAY REVIEW

There is a mandatory requirement for a pay review of leadership posts to be undertaken annually with the decision to be effective from 1 September. The School Teachers' Pay and Conditions Document gives provision for the pay of leadership posts to be progressed by zero, one or two points subject to a review having been undertaken of the post holder's performance *and the maximum of the post holder's pay range not being exceeded*. The Performance Management Regulations also make it a statutory requirement for governors to take advice from an External Adviser when setting and reviewing the objectives of the headteacher.

CHANGE TO PAY RANGE

Separately, there is a non-mandatory discretion for a review to be undertaken of the pay ranges for leadership posts. This discretion may be applied *at any time* where this is considered necessary, for example where the pupil numbers have increased and the group size increases/decreases. If the Governing Body takes such a decision effective between 1 September 2017 to 31 August 2018 this may be reported on this form.

Decisions must be in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document.

1. General details

School and Post:

Name of Post holder:

Current Pay Range (as at 31 August 2017):
(For head teachers a 7 point range, for deputy and assistant headteachers a 5 point range)

Current Pay Point (as at 31 August 2017):

2. Performance Pay Progression

Following a review of performance against objectives previously established (*for headteachers this must include consultation with the external adviser*) the following has been decided with regard to the above named post holder:

Please ensure that you put a 'YES' in the box below that reflects your decision:		Only enter 'YES' in <u>ONE</u> of these boxes
1	The post holder will <u>not be progressed</u> on their pay range	
2	The post holder will be <u>progressed by one point</u> on their pay range	
3	The post holder will be <u>progressed by two points</u> on their pay range	

4. Discretionary Payments

The Governing Body has noted the guidance sent out by the Local Authority and has made a minuted decision to make the following payment(s) to the Leadership post holder(s):

Please ensure that you put a 'YES' in the box below that reflects your decision (and refer to the guidance document for more information if necessary):		Only enter 'YES' in <u>ONE</u> of these boxes
HEADTEACHERS ONLY		
12.5 (a)	Is a school causing concern	
12.5 (b)	Substantial difficulty filling vacant headteacher post	
12.5 (c)	Substantial difficulty retaining the existing headteacher	
12.5 (d)	Headteacher is appointed as a temporary Head of one or more additional schools	
ALL LEADERSHIP POSTS		
48	Residential duties	
49 (a)	Continuing professional development outside the school day	
49 (b)	Provision of initial teacher training	
49 (c)	Out of school hours learning activity	
49 (d)	Additional activities by the headteacher relating to the raising of educational standards to one or more additional schools	
50.1-3	Recruitment and retention incentive (new and existing posts) for a fixed period not exceeding 3 years. To be reviewed annually.	
Total Sum of Discretionary Payment:		£

(The total of all discretionary payments made to a headteacher in respect of any school year, must not exceed 25 per cent of the amount which corresponds to that head teacher's point on the leadership group pay spine for that year). All payments will be for the period 1st September 2017 to 31st August 2018

5. Authorising Statement

The above decisions have been made by the Governing Body or a Committee constituted in accordance with the Education (School Governing Body) Regulations in which appropriate authority has been delegated by the Governing Body. In making the above decisions it is understood that the Governing Body has authority only to act in accordance with the statutory provisions as set out in the School Teachers' Pay and Conditions Document 2013. The Governing body confirm that they have taken advice from an external independent advisor.

Signed:	
Print Name:	
Designation: (e.g. Chair of GB)	
Date	
Contact Email or mobile no:	

Please return to Schools HR, Chief Executive's Directorate, BG, Civic Centre

FOR LOCAL AUTHORITY USE ONLY:

Counter signed by HR Business Partner Signed:		Date:	
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