

Nottinghamshire School Pay Policy

September 2014

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SCHOOL PAY POLICY – Updated September 2014

Introduction

- 1.0 The Governing Body of Carlton Central Infant and Nursery School adopted this pay policy on 7.10.14. The governing body will review and monitor the impact of the pay policy annually with the head teacher. The next review will take place in July 2016
- 1.1 The governing body has adopted the policy set out in this document to provide a clear framework for the exercise of its powers and discretions in relation to all staff employed in the school and paid from within the school budget.
- 1.2 The governing body is committed to taking decisions in accordance with the principles of public life as listed in DfE guidance; objectivity, openness and accountability.
- 1.3 The governing body recognises the legal requirements placed upon them by the Education Act 2002 and subsequent legislation together with the current School Teachers' Pay and Conditions Document (STPCD) and the National and Local Conditions of Service for National Joint Council staff and the Education (School Teacher Appraisal) (England) Regulations 2012.
- 1.4 The governing body delegates to the *Pay/Personnel and Pupils Committee of the governing body (*amend to be school specific)* the responsibility for approving decisions relating to performance pay progression in line with this policy.
- 1.5 The policy set out in this document has been formulated by the *Pay/Personnel and Pupils Committee of the governing body (*amend to be school specific)* supplemented by staff representatives and other Governors - as appropriate. Full consultation with the staff in school and their representatives has taken place. The policy will be reviewed annually by the same representative group.
- 1.6 The governing body will take into consideration advice and guidance from the local authority relating to the school pay policy.
- 1.7 The policy is based on a 'whole school' approach to pay issues with pay decisions taken in the full consideration of the resources available within the overall school budget. This means that pay decisions relating to particular groups of staff will not be taken in isolation. The governing body will identify and fully consider the implications of all pay decisions and ensure that sufficient budget provision is made within the overall school budget to take account of decisions relating to setting salaries and undertaking annual pay reviews in applying this policy.
- 1.8 The governing body will use the School Improvement Plan and the outcome from the appraisal process as the starting point for its consideration of school pay issues. The governing body will ensure that all appropriate arrangements for linking appraisal to pay are securely in place, will be applied consistently and that all pay decisions can be objectively justified.
- 1.9 This policy should be read in conjunction with the school Appraisal Policy and Guidance September 2014 and School Capability Policy May 2013.
- 1.10 The governing body recognises its responsibility to consider cost of living pay awards approved by the School Teachers Review Body (STRB) and National Joint Council (NJC).

Equalities and Equal Opportunities

- 2.0 The governing body recognises its legal responsibilities to staff under the Equality Act 2010 and this policy will ensure equality and fairness regardless of race, sex (gender), sexual orientation, religion or belief, gender re-assignment, pregnancy and maternity, marriage and civil partnership, disability or age. All pay related decisions will be taken in accordance with relevant equalities legislation, the Employment Relations Act 1999, the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 and the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002. In doing so the governing body will ensure that pay decisions and processes are open, transparent and fair.
- 2.1 The governing body is also aware of its responsibilities and those of the local authority in respect of the Equal Pay Act 1970 which requires that men and women have a right to equal treatment and equal pay for work of equal value.
- 2.2 The governing body is aware of its responsibilities under the Freedom of Information Act 2000 and to make available this policy to all staff at the school.

Impact of Absence during the Appraisal Cycle

- 3.0 Where employees have been absent for long periods e.g. due to maternity leave or disability related sickness absence, appropriate consideration and reasonable adjustments will be made towards the meeting of criteria for pay progression. The governing body will take into account the particular circumstances of the case and the exact adjustments will be made on a case-by-case basis. Where other sickness absence occurs during the appraisal cycle the head teacher / governing body will assess the extent to which the teacher has demonstrated that the criteria for pay progression have been met at the annual appraisal review.

Aims of the Policy

- 4.0 The aims of the governing body's Pay Policy are as follows:
- a) To secure good progress in all pupils' learning;
 - b) To improve the quality of teaching and learning at the school;
 - c) To underpin the school's improvement plan and appraisal policy and to recognise the benefits of continuing professional development for all employees;
 - d) To seek to ensure that all the staff in the school (both teaching and support staff) are skilled professionals who are valued and receive proper recognition and reward for their contribution to the school;
 - e) To ensure accountability, transparency and objectivity so that decisions on pay are fair and properly recorded;
 - f) To help the school recruit and retain employees and provide the basis for sound financial and staff planning and minimise the risk of grievance and discrimination;
 - g) To use the flexibilities inherent in the national conditions of service for all staff in a positive and constructive fashion within the resources available; and
 - h) To take account of advice issued by the local authority, the DfE, NEOST and the recognised trade unions for teaching and support staff and other appropriate advice.

Job Descriptions and Change of Duties

- 5.0 The head teacher will ensure that all employees are provided with a job description and will retain a copy in school with the staffing structure. The job description will be kept up to date and identify the appropriate grade and duties of the post and any additional allowances or

payments applicable to each post. The establishment of new or re-grading of existing posts will be undertaken in line with the school Job Evaluation scheme (JE) process adopted by the governing body. Job descriptions will be reviewed when necessary to reflect the current duties, responsibilities and role. Once a grading has been determined for a particular post, it will only be reconsidered in line with the job evaluation scheme. Where the governing body considers that the duties and responsibilities for a particular post have substantially changed this will be considered as part of the annual review process.

- 5.1 Where the governing body determines changes to the staffing structure of the school are required, implementation will only occur following consultation with the staff affected and the recognised trade unions. In the case of changes to individual job descriptions, every attempt will be made to secure the agreement of the member of staff concerned prior to the changes being introduced.

Recruitment and Fixed Term Contracts

- 6.0 Recruitment and selection of all staff will be undertaken in line with the governing body's agreed recruitment and selection policy. Where the governing body intend to make an appointment on a fixed term basis such appointments will be made in line with the relevant legislation on the use of fixed term contracts and in line with the local authority advice on the use of such contracts.

Determining the Pay Range and Allowances

- 6.1 All employees will be paid in accordance with the statutory provisions of the STPCD and the 'Burgundy Book' or the National Joint Council 'Green Book' conditions of service and NJC pay scales; and the pay ranges determined by the school.
- 6.2 The Governing Body will determine and record the pay range and pay band for each vacancy (including supply staff and temporary contract holders) prior to advertising. For teachers this will take into account the provisions of the STPCD and for support staff the job evaluation scheme adopted by the school.
- 6.3 The Leadership Pay Range adopted by the governing body is set out in Appendix 4a.

Head Teachers

- 6.4 For new head teacher appointments, or for existing posts where responsibilities have changed significantly, the governing body will determine a consecutive seven point range on the leadership pay range that fits within the school's group size. This will be carried out following the three stage process set out in Appendix 1 and be in line with the provisions of the current STPCD. The governing body will seek advice from the local authority in making this determination.
- 6.5 For head teacher posts it is expected that the governing body will normally conclude that the unit total score fully captures the complexity and level of challenge of the head teacher role and is the **only** factor required to determine the IPR. The range set will be included in the school structure document and the governing body will document their salary decision using the document in Appendix 2a. Once determined the range will only be reviewed when there are significant changes to the responsibilities of the post. The governing body will send a copy of the completed form to the HR Team with the payroll salary notification.
- 6.6 The governing body may determine that in exceptional circumstances there are additional factors to be considered in the determination of the individual pay range (IPR) for the **head teacher** over and above that which would be provided by the basic unit total calculation.

Where the governing body consider such additional factors these must form part of the assessment of the IPR as set out in paragraph 6.4 and Appendix 1. The payment of any additional factors to the head teacher will only be reviewed by the governing body where there are significant changes to the responsibilities of the post.

- 6.7 The IPR for the head teacher should not normally exceed the maximum of the head teacher group. However, the IPR may exceed the maximum where the governing body determines that the circumstances specific to the role or the preferred candidate warrant a higher than normal payment.
- 6.8 The governing body will ensure that the maximum of the head teacher's IPR and any temporary payments made under paragraph 10 of the STPCD does not exceed the maximum of the salary for the head teacher group by more than 25% unless in exceptional circumstances and where this is supported by a business case approved by the full governing body.
- 6.9 Any payment made to a head teacher as set out in paragraph 21.2 is also subject to the overall limits on temporary payments and also subject to the 25% limit of the annual salary which is otherwise payable to the head teacher.
- 6.10 Where the head teacher is appointed as a head teacher of more than one school on a permanent basis the governing body of the head teacher's original school or, under the Collaboration Regulations, the collaborating body, will determine the IPR by the application of the total pupil unit score of all of the schools which will give a group size for the federation. This revised unit total will be calculated in accordance with paragraphs 6 or 7 of the STPCD. The contractual implications will be confirmed in writing to the head teacher.

Deputy Head Teacher and Assistant Head Teachers

- 6.11 For new appointments to deputy headship and assistant head teachers or for existing posts where responsibilities have changed significantly, the governing body will determine a five point range on the Leadership Pay Range according to the three stage process set out in Appendix 1. The governing body will determine the individual pay range (IPR) in line with the STPCD, and guidance provided by the local authority. The governing body will document this decision at each stage (using Appendix 2a) and the pay range(s) will be included in the school structure document. The governing body will take into account the duties, responsibilities and challenges of the individual post and give consideration to pay differentials within the existing school structure. The governing body will also ensure that there is no overlap with the head teacher's IPR. Once determined the salary and range will only be reviewed when there are significant changes to the responsibilities of the post.
- 6.12 For all other teachers there are four pay ranges;
- The main pay range (MPR);
 - The upper pay range (UPR);
 - The pay range(s) for leading practitioners (LPR); and
 - The unqualified teacher range (UTR).

For teachers appointed to MPR, UPR, LPR and UTR, the governing body recognises its responsibility for determining the salary range/pay band between the national minimum and maximum of the relevant scale as set out in the STPCD. The salary ranges adopted by the governing body are set out in Appendix 4b.

- 6.13 The governing body recognises that it may appoint to the post of leading practitioner, in line with the conditions set out in the STPCD, for the primary purpose of modelling and leading

improvement of teaching skills. An example job description is in appendix 12. Any such appointment will be made in line with advice from the local authority and further consideration of the implications for the school. Appointment to these posts will take place where those duties fall outside the criteria for the payment of a TLR.

- 6.14 The governing body will determine a five point individual pay range on the lead practitioner pay range for each leading practitioner role established.
- 6.15 The governing body will, in line with the school's staffing structure, ensure the appropriate teaching and learning responsibility payments (TLRs) are assigned to teaching posts (see paragraph 17).
- 6.16 The governing body recognises its responsibility for the mandatory payments of a special needs allowance in respect of the teaching of pupils with special educational needs (see paragraph 18).
- 6.17 The advertisement for teaching posts will specify the pay band within the range (Appendix 4b) together with any allowances.

Salary on Appointment

- 6.18 The appointing panel will determine the starting salary to be offered to the successful candidate.
- 6.19 The appointment to all leadership and leading practitioner posts will be to the minimum point of the pay range of the post, unless there are exceptional circumstances for not doing so.
- 6.20 The appointment to MPR and UPR posts will normally be to the minimum point within the pay band advertised. Appointment to the UTR will normally be to the minimum point of the range.

Recruitment and Retention Payments – Classroom Teachers Only

- 6.21 Recruitment and retention payments may only be paid to classroom teachers paid on the MPR, UPR, UTR and Lead Practitioner Range and not to any other leadership posts. The governing body may make payments or provide such other financial assistance, support or benefits to teachers that it considers necessary, as an incentive for the recruitment of new teachers and the retention of existing teachers. The governing body will consider any such payments in the following circumstances; (not an exhaustive list)
 - a) For posts in known shortages subjects;
 - b) For posts which have previously been difficult to fill;
 - c) To retain existing staff where the governing body consider that the loss of the teacher would result in recruitment difficulties as set out in (a) and (b) above.
- 6.22 Where the governing body agrees to make one or more such payments it will determine and set out in writing to the employee, the reason, the value, the fixed period for which it will be paid and the review date after which it may be withdrawn. The governing body will ensure that the decision to award a payment is documented will set a date to undertake the review.
- 6.23 *The governing body has determined it will pay recruitment and retention awards of (between £ and £ insert according to school policy) * for (insert according to school policy * years). This timeframe will only be reviewed in exceptional circumstances to be*

agreed by the governing body. The governing body will annually review the payment of recruitment and retention payments.

Or

The governing body will not award any recruitment and retention payments.

- 6.24 All recruitment and retention considerations in respect of leadership posts will be taken into account when determining the respective Individual Pay Range. The governing body recognises that it may not make separate recruitment and retention payments to leadership post holders other than as reimbursement of reasonably incurred relocation costs as set out in the school's Expenses Policy.

Salary Sacrifice Schemes

- 7.0 The governing body has agreed to provide all eligible employees of the school access to the following salary sacrifice arrangements;
- a) Child care voucher scheme, or other child care benefit scheme;
 - b) Cycle or cycle equipment scheme;
 - c) Medical Insurance Scheme (Westfield Health);
 - d) No Claims Motor Discount Scheme;
 - e) Personal Accident Insurance.

Pay Reviews

- 8.0 The governing body adopt the principle that continued performance at the required standard provides all staff (teachers and support) with an expectation that through appraisal they will progress annually to the maximum point of their respective pay range, (bi-annually for UPR).

Teachers

- 8.1 Teachers will be eligible to be considered for salary progression where they meet the service requirement of a minimum of one year of employment in any academic year. A year of employment for a teacher is interpreted in accordance within the STPCD as at least 26 weeks reckonable service in the current school year.
- 8.2 The Governing Body will review salary progression of the head teacher, deputy and assistant head teachers, leading practitioners, teachers on the upper pay range and teachers (qualified and unqualified) annually in line with the Appraisal Policy and no later than 31 October each year. The head teacher's salary review will be completed by 31 December at the latest. All teachers will be provided with a written annual pay statement setting out their salary and any other financial benefits, including any salary safeguarding arrangements to which they are entitled. A model written pay statement is provided in Appendix 5 of this document.
- 8.3 Pay progression for all teachers, including the head teacher, will be effective from 1 September each year. Where through external factors it has not been possible to meet the timescales set out above, the process will be completed as soon as possible, following consultation with staff and the recognised trade unions.
- 8.4 A salary review may take place at other times of the year to reflect any changes in circumstances or job description(s) that lead to a change in the basis for calculating an employee's pay. A written statement will be completed and given to the employee after any pay review and where applicable will provide information about any salary safeguarding

arrangements so that the basis of the pay decision is clearly recorded and confirmed to the employee.

- 8.5 Where a pay determination leads or may lead to the start of a period of safeguarding, the Governing Body will give the required written notification as soon as possible and no later than one month after the date of the safeguarding determination. (See salary safeguarding paragraph 24 and appendices 6a & 6b).
- 8.6 The nominated appraiser will make a pay recommendation in the teachers' annual appraisal report for consideration by the head teacher. The process for considering annual pay progression is set out in paragraphs 9.00 - 9.14.

Support Staff

- 8.7 The governing body will review the salaries of all support staff annually, bearing in mind the normal incremental date is 1 April. The review for support staff will take place on *(insert date)*.
- 8.8 Support staff will normally receive an annual increment on 1 April each year, until they reach the maximum of the scale. Withholding of increments will only be considered by the governing body where the employee is experiencing performance difficulties and is being monitored within the framework of the governing body's Disciplinary (Capability) Performance of School Staff Procedure.
- 8.9 Performance related pay is not a feature in determining support staff pay progression.

Pay Progression – Teachers

General

- 9.0 The governing body will consider pay progression annually for all teachers, including those paid on the leadership range. All pay progression will be linked to performance assessed through the school's Appraisal Policy with effect from the 1 September each year.
- 9.1 All pay decisions must be clearly attributable to the performance of all teachers, including leadership, and a written recommendation on pay must be made as part of the teacher's annual appraisal report by the appraiser. In making their decision on pay progression the governing body will have regard to this recommendation.
- 9.2 To ensure fairness and consistency the governing body will ensure that appraisal objective setting is rigorous and undertaken in line with the appraisal policy. Performance assessments for all teachers will be properly rooted in evidence. Fairness will be ensured through quality assurance, moderation, annual monitoring and the application of the impact assessment on the pay policy and pay decisions.

Teachers Paid on the Leadership Pay Range

- 9.3 The **head teacher, deputy head teacher and assistant head teacher** will be considered for pay progression annually within their Individual Pay Range (IPR) effective from 1 September each year.
- 9.4 The review of performance and pay progression for members of the leadership group will be determined subject to the following criteria:

- a) The decision whether or not to award pay progression must be clearly attributable to individual performance as assessed through the school pay and appraisal policy;
- b) A recommendation on pay progression must be made in writing as part of the individual's appraisal statement, and in making this decision the governing body will have regard to this recommendation; and
- c) The assessment will be based on the results of the most recent appraisal review. The recommendation for pay progression will depend on there being a successful appraisal review of performance in the light of previously agreed appraisal objectives and annual review of impact against the relevant Leadership and Teachers' Standards. In accordance with the STPCD the head teacher must demonstrate a **sustained high quality of performance** with particular regard to leadership and management and pupil progress at the school. There should be no movement up the pay spine unless the criteria as outlined in paragraph 11.2 (a) to (f) of the current STPCD are met.

- 9.5 To ensure that there has been an overall high quality of performance, the annual appraisal review for the leadership group will need to assess that the teacher has grown professionally by developing their leadership, including their impact on the effectiveness of the work of others and associated pupil progress, and (where relevant) their teaching experience.
- 9.6 Where agreed at the start of the appraisal process it is recognised that up to two performance points can be awarded in any one school year for members of the leadership group. This is subject to the achievement of previously agreed staged criteria demonstrating that objectives have been met and performance has been exceptional.
- 9.7 In reviewing the head teacher's performance, the governing body will employ the services of an external advisor.

All Other Teachers

- 9.8 Teachers on the Main Pay Range are eligible for consideration for pay progression annually based on individual performance. The governing body has adopted the following framework for pay progression.
- 9.9 All teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the school's Appraisal Policy and Guidance.
- 9.10 The governing body has determined that judgements about performance and decisions about pay progression will be based on evidence and through consideration of the following factors:
- a) The outcome of the annual assessment against the Teachers' Standards and the extent to which this demonstrates that the teacher meets or continues to meet the standards at the appropriate career stage (see the Staged Exemplification of Teachers' Standards 2012 in appendix 3 of the Nottinghamshire Appraisal Toolkit);
 - b) The extent to which appraisal objectives have been met at the end of the appraisal cycle; and
 - c) Assessment against the pay progression impact criteria and the extent to which the criteria are fully met and maintained according to the appropriate pay band (see Appendix 3).

Process

9.11 The process for making pay recommendations for pay progression will be as follows:

a) Head Teacher Pay Progression

- At the end of the appraisal period the initial assessment of appraisal outcomes for the head teacher will be made by up to two governor advised as appropriate by the external adviser and will contain a recommendation on pay progression;
- Any pay appeal submitted by the head teacher will be considered prior to approval by the Pay Committee;
- Final decisions about whether or not to ratify a pay recommendation will be made by the governing body, having regard to the appraisal report, assessment against the relevant Leadership and Teachers' Standards and the advice provided by the external adviser. The recommendation for pay progression will be supported by sufficient information to enable the *Governing body* to carefully consider the recommendation. The chair of governors, supported by the advice/recommendation of the external adviser, will be responsible for advising the governing body on its decisions.

b) Other Teacher Pay Progression

- At the end of the appraisal period the nominated appraiser will make a written pay recommendation in the teacher's annual appraisal report for consideration by the head teacher;
- The head teacher, supported as appropriate by the senior leadership team, will consider and moderate all assessments and make recommendations for pay progression based on the criteria in paragraph 9.10 (a), (b) and (c);
- Any pay appeal submitted by a teacher will be considered prior to approval by the Governors.
- Following the head teacher's consideration a report will be presented and considered by representatives of the Governing Body who will make a final decision to ratify pay decisions and determine any changes to the pay structure on behalf of the governing body. A template report is included as appendix 8. The report presented will contain sufficient information to enable the Governing body to carefully consider the recommendations by the head teacher. It will have regard to the appraisal report, assessment against the Teachers' Standards and consideration of pay progression criteria. The head teacher supported as appropriate by the senior leadership team will be responsible for advising the governing body on its decisions.

9.12 Where teachers have been appointed to the school during the appraisal cycle the governing body will, where necessary, seek evidence from the previous school to assist pay decisions and, where necessary, seek evidence from the teacher themselves.

9.13 Teachers on a targeted support plan within appraisal or subject to the capability procedure during the academic year are not deemed to be working at the required standard and may not be entitled to pay progression on the 1st September in any year. Where the decision is made for no pay progression to take place this will be confirmed in writing to the employee.

9.14 A classroom teacher may be awarded accelerated pay progression for excellent performance over the previous academic year, having regard to the criteria as set out in section 9.10 (a), (b) and (c).

Newly Qualified Teachers

- 10.0 On completion of induction the teacher will be eligible to be considered for pay progression. The performance will be assessed and pay recommendation made through consideration of evidence from the statutory induction process.

Movement to the Upper Pay Range (UPR)

- 11.0 The governing body recognises its legal responsibilities for this process and as a result of this, delegates to the head teacher the responsibility for the receipt, assessment and feedback of requests to access the UPR.
- 11.1 The governing body recognises that assessment to access the UPR is a voluntary process and entirely a matter for individual teachers who can evidence that they have met the UPR assessment criteria. Normally, teachers will have reached the maximum of the MPR before making an application. Any qualified teacher may apply to be paid on the UPR following two consecutive, successful appraisal reviews and any such application must be assessed in line with this policy.
- 11.2 Where 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. This school will not be bound by any pay decision made by another school.
- 11.3 Applications may be made once per year and should be submitted to the head teacher no later than **(date)**. Where a teacher wishes to be assessed they should notify their appraiser in writing using the appropriate form (see Appendix 7). The teacher's application should be attached to the appraisal planning statement.
- 11.4 Where teachers wishing to be considered for UPR progression have been absent from school due to maternity leave or sickness account will be taken of paragraph 3 of this policy.
- 11.5 Where a teacher progresses to the UPR the governing bodies expectation is that they will continue to develop professionally and continue to meet the required standards to progress to the maximum of the UPR.

The Assessment

- 11.6 For an application to be successful, the governing body must be satisfied that:
- a) The teacher is highly competent in all elements of the relevant Teachers' Standards; and
 - b) The teachers' achievements and contribution to an educational setting or settings, i.e. the school, are substantial and sustained.
- 11.7 In this school, **highly competent** means that the teacher is working to a standard that is consistent with the impact criteria as set out in appendix 3 Pay Band D.
- 11.8 In the context of appraisal **substantial** and **sustained** is defined as the following:
- a) **Substantial** – evidence that the teacher has grown professionally by developing their teaching expertise so that performance is at a level that is consistent with the impact standards established in Band D of the Performance Related Pay Progression Criteria (Appendix 3) and where the level of performance is such that it:
 - 1) Is of real importance, validity or value to the school;
 - 2) Plays a critical role in the life of the school;

- 3) Provides a role model for teaching and learning;
- 4) Makes a distinctive contribution to the raising of standards normally across more than one key stage / phase within the school; and
- 5) Takes advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils learning and which supports the professional development of other staff within the school.

b) **Sustained** – evidence that this level performance has been on-going generally over a significant period of at least two years.

11.9 The governing body will have regard to the two most recent appraisals when considering applications for UPR progression within the range. Normally at least two years will elapse between a teacher being placed on the first point of the UPR after accessing the UPR and being awarded the next point on the UPR. This will be evidenced by two successful and consecutive annual appraisal reviews, including the development of experience within the relevant Teachers' Standards and continued meeting of the relevant pay progression criteria.

11.10 The UPR payment will be backdated from the pay decision date to 1 September of the same academic year to allow time for the appraisal and pay determination to be made.

Processes and Procedures

11.11 Applications must be submitted to the head teacher/other named senior leader by **(Date)**. A model application form can be found in Appendix 7.

11.12 The head teacher will notify the teacher of the outcome of the UPR assessment in writing at the end of the appraisal process in that year.

11.13 Progression is subject to the approval of the governing body. If successful, applicants will move to the minimum point on the UPR from 1 September.

11.14 If the application is unsuccessful, feedback will be provided by the headteacher within 10 working days of the decision. This will explain the reasons the teacher has not met the requirements to access the UPR and provide advice regarding aspects of the teachers' performance which need to be improved in order to meet the required performance standards and criteria.

Leading Practitioners

12.0 Leading practitioners are eligible to be considered for pay progression annually. Pay progression will be made with reference to the leading practitioner's appraisal reports and will be dependent on evidence to demonstrate that the leading practitioner:

- a) Is highly competent in all aspects of the Teachers' Standards;
- b) Has had a successful appraisal review and that appraisal objectives have been met at the end of the appraisal cycle;
- c) Is an exemplar of teaching skills, which impact significantly on pupil progress, within school and within the wider school community (Outreach), if relevant;
- d) 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; and
- e) Has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

- 12.1 Where agreed at the start of the appraisal process it is recognised that up to two performance points can be awarded following a successful appraisal review in any one school year for lead practitioners. This is subject to the achievement of previously agreed staged criteria demonstrating that objectives have been met and performance has been exceptional.

Unqualified Teachers

- 13.0 Pay progression on the unqualified teacher pay range is in line with paragraph 9.8 – 9.10.

Supply Teachers Employed by the School

- 14.0 Teachers employed on a supply basis will have their pay determined in line with the statutory pay arrangements consistent with the STPCD.
- 14.1 Supply 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.
- 14.2 Supply teachers who work less than a full day will have their salary calculated on the basis of the daily amount divided by the length of the school day (seven hours) and multiplied by the number of hours worked.

Part Time Teachers

- 15.0 All employees who are contracted to work less than a full-time working week are deemed to be part-time employees.
- 15.1 The governing body will ensure that the salary and allowances paid to part time teachers are determined according to the pro rata principle, except for the award of a TLR3 (see policy and guidance, paragraph 17.6 – 17.9). The school will provide all teachers with a written statement determining their working time obligations and calculate the proportion of time a part-time teacher works against the schools timetabled teaching week (STTW).

One to One Tuition

- 16.0 The governing body may make additional payments to teachers for one to one tuition in line with the one to one tuition guidance document produced by the local authority. The hourly rate payment includes an additional payment to incorporate the statutory holiday pay entitlement.
- 16.1 In this school the hourly rate for one to one tuition will be £26.08.

Teaching and Learning Responsibility Payments (TLRs)

- 17.0 The governing body will determine the number of teaching posts which will be paid at TLR1, TLR2 and TLR3 and the value of each TLR. TLR1 and TLR2 will be awarded permanently and TLR3 temporarily to the holders of posts indicated in the school's staffing structure, in line with the requirements of the STPCD and guidance from the local authority.
- 17.1 Unqualified teachers, leading practitioners and members of the leadership group may not hold a TLR.
- 17.2 The governing body will ensure that it is satisfied that the award of a TLR payment requires a classroom teacher' to undertake permanent additional duties and responsibilities. The

payment requires the teacher to have a significant responsibility that is not required of all classroom teachers, and that is:

- a) Focussed 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.

* see paragraph 17.6 below

17.3 Before awarding TLR1, the significant responsibility referred to above must include line management responsibility for a significant number of people.

17.4 The level at which either TLR1 or TLR2 is paid will be made on the above objective criteria and take account of the size and complexity of the role. The duties and responsibilities will be set out in the job description and posts with responsibilities of equal weight will be paid at the same level of pay. The award of TLR payments are set out below.

(Note: *There is no longer a need for there to be a minimum difference in the annual value between each award of a TLR1 or TLR2 of £1500*).

17.5 The governing body has determined the value of TLR payments as specified below (*amend according to school policy*).

The current school staffing structure does not contain any posts for which a TLR1 payment will be awarded.

TLR2 will be awarded to the following values:

- £ (max)
- £
- £ (min)

Or

The current school staffing structure does not contain any posts for which a TLR2 payment will be awarded.

17.6 **TLR3** payments will be awarded where the governing body is satisfied that the responsibilities meet the criteria set out in paragraph 17.2, except for those denoted by a *, and that it is awarded for a fixed-term period for clearly time-limited school improvement projects, or one-off externally driven responsibilities.

17.7 The annual value of a TLR3 will be between £511 and £2,551 and will be paid monthly for the duration of the payment. The value, duration of the fixed-term, reason, purpose and outcome required will be agreed by the head teacher before the duties commence and set out in writing to the teacher, subject to consultation and agreement by the governing body.

17.8 A teacher may not hold a TLR1 and a TLR2 concurrently but may, in addition to a TLR1 or TLR2, hold a concurrent TLR3.

17.9 For part-time staff all TLR1 and TLR2 payments will be paid on a pro-rata, monthly basis.

Special Educational Needs (SEN)

- 18.0 The governing body will award a SEN allowance to a classroom teacher in accordance with the criteria set out below. The allowance will be a spot value within the range £2,043 and £4,034 per annum. Where an SEN allowance is paid the responsibilities will be specified in the job description and the value determined on objective criteria and take account of the size and complexity of the role. Posts in the school with SEN responsibilities of equal weight will be paid at the same level of pay.
- 18.1 In line with the STPCD, the governing body will award a SEN allowance to a qualified classroom teacher:
- In any SEN post that requires a mandatory SEN qualification;
 - In a special school;
 - Who teaches pupils in one or more designated special classes or units in a school.
- 18.2 The governing body have determined that the spot value (STPCD 21.2) of the allowance will be determined by taking into account the structure of the school's SEN provision and the following factors:
- 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.
 - In any non-designated setting (including any pupil referral unit (PRU) that is analogous to a designated special class or unit, where the post:
 - Involves a substantial element of working with children with SEN;
 - Requires the exercise of a teacher's professional skills and judgement in the teaching of children with SEN; and
 - Has a greater level of involvement in the teaching of children with SEN than is the normal requirement of teachers throughout the school or unit within the school or, in the case of an unattached teacher, the unit or service.

Acting up Allowances (all staff) and Honoraria Payments (Support Staff only)

- 19.0 Where a teacher is required to 'act up' to a higher graded post and takes on the full duties and responsibilities of the post, the governing body will determine the "acting allowance" to be paid in line with the STPCD. The determination will be made within four weeks of new duties being assigned and any temporary allowance will be paid to the employee on the minimum point on the substantive grade for the new post. The governing body recognises that the STPCD does not provide for the payment of bonuses or honorarium payments to teachers in any circumstances.
- 19.1 Where a member of the support staff is required to undertake additional responsibilities on a temporary basis, the mechanisms which will be used to meet this situation will be one of the following:
- Where the employee is required to "act up" in a higher graded post for a period in excess of four weeks, the governing body will temporarily pay the employee at the minimum point on the new grade for that post;
 - A one-off honorarium payment where additional duties/responsibilities, often at a higher grade, are undertaken to meet a particular development. The payment will be made in line with the guidance document; or
 - Overtime with prior approval of the head teacher to meet short-term and excessive workloads where it is essential that the task needs to be undertaken within a defined timescale.

19.2 The governing body will only apply acting up payments, honoraria or planned overtime payments on the basis of the duties and responsibilities undertaken.

Allowances Payable to Unqualified Teachers

20.0 The governing body may determine that such additional allowances as it considers appropriate can be paid to an unqualified teacher where it considers, in the context of the staffing structure, that the teacher has:

- a) Taken on a sustained additional responsibility which;
 - Is focussed on teaching and learning; and
 - Requires the exercise of the teacher's professional skills and judgement; or
- b) Qualifications or experience which bring added value to the role being undertaken.

Additional Payments – Classroom Teachers Only

21.0 The governing body recognises its discretionary power to make such payments as they see fit to classroom teachers paid on the MPR, UPR, UTR and Lead Practitioner Range in respect of teachers undertaking agreed voluntary:

- a) Continuing professional development undertaken outside the school day;
- b) Activities relating to the provision of Initial Teacher Training as part of the ordinary conduct of the school; and
- c) Participation in out-of-school hours learning activity agreed between the teacher and the head teacher (e.g. breakfast clubs, homework clubs, summer schools, sporting activities, outdoor activities/clubs, curricular link clubs e.g. arts).

21.1 The governing body have determined the additional payments set out in 21.0 (a),(b) and (c) will be calculated at a daily/hourly rate with reference to the individual teacher's salary point or, where appropriate and following consideration by the governing body, at a level reflecting the level of responsibility.

21.2 The governing body may also consider a payment to a classroom teacher for additional responsibilities and activities due to, or in respect of, the provision of services by the head teacher relating to the raising of educational standards to one or more additional schools.

21.3 Each of the above additional payments will be considered and determined by the (*name of committee*) of the governing body, in line with the STPCD, before the activity takes place, ensuring the payment is equitable.

Head Teacher Temporary Payments

22.0 The governing body may determine that in exceptional circumstances there are temporary duties that are in addition to those that have already been considered when making the determination of the head teacher's IPR.

22.1 The total sum of temporary payments in any school year must not exceed 25% of the annual salary already payable to the head teacher. Also, the total sum of salary and any additional payments made to the head teacher must not exceed 25% above the maximum of the head teacher group, except in wholly exceptional circumstances. The governing body will record the decision to make a temporary payment to the head teacher using Appendix 2c.

- 22.2 Should the governing body determine that additional temporary payments are to be made and that the payments will cause the head teacher's salary to exceed the limits set out in paragraph 22.1 then it will seek independent external advice from the HR Service and produce a business case for approval by the full governing body.

Over/Under Payments

- 23.0 Every effort will be made by the governing body and the school to make accurate salary and other payments on the due date. However, should an overpayment or underpayment occur the governing body will seek to recover/refund the amount within a reasonable timescale. Employees are expected to draw to the attention of the head teacher any overpayment or underpayment as soon as possible.
- 23.1 In the case of overpayments, the employee will be notified in writing of the full amount of the overpayment and agreement will be sought, where possible, about a reasonable repayment schedule. In the absence of such an agreement the governing body will determine a reasonable recovery schedule in conjunction with the payroll provider.
- 23.2 In the case of underpayments, the governing body will seek to ensure the correct amount is paid to the employee within two months of the matter being brought to its attention.
- 23.3 Recovery of overpayments/refund of underpayments will be pursued in the case of former employees.

Salary Safeguarding

- 24.0 The governing body recognises its responsibilities for safeguarding the salaries and allowances of teachers as set out in the relevant STPCD.
- 24.1 The arrangements for the safeguarding of salaries of support staff will be determined according to the circumstances of the case consistent with the provisions applied by the Local Authority.
- 24.2 Written confirmation will be provided to the employee and payroll provider as set in Appendix 6a & 6b.

Pay Appeals Procedure

- 25.0 The procedures that apply to enable a teacher or member of the support staff to review a decision made by the head teacher or the governing body in relation to their pay is set out in Appendix 10a. Further documentation to support the governing body and head teachers through the pay appeals process can be found in Appendices 10b – 10f.
- 25.1 This procedure applies to all staff and sets out the grounds on which an appeal against pay may be made. The employee should complete Appendix 10b to commence the Stage 2 Formal Pay Appeal process. The Appeals procedure has three stages:
- Stage One – Informal;
 - Stage Two – Formal Hearing;
 - Stage Three – Formal Appeal.
- 25.1 Pay appeal decisions are final and binding on both parties and may not be reopened under the school grievance procedures.

- 25.2 The procedure for appeals against **grading** for support staff will be as determined within the agreed scheme for job evaluation.

Monitoring and Review

- 26.0 Where changes to this policy are proposed the governing body will undertake an Equality Impact Assessment (EQIA). The governing body will make available to staff the outcomes of the Equality Impact Assessment.
- 26.1 The governing body will monitor the outcomes and impact of this policy annually. As part of this review it that will monitor trends on progression across all groups of staff, the school's continued compliance with equalities legislation and the provisions of the STPCD, the Burgundy Book and the Green Book – NJC Conditions of Service. A document to support this review is included as Appendix 9.

Consultation and Agreement with the Recognised Trade Unions

- 27.0 The Nottinghamshire School Pay Policy and Guidance is recommended for adoption by all community, voluntary aided, voluntary controlled, academy, foundation, and trust schools who purchase their HR Service from Nottinghamshire County Council.
- 27.1 The document has been agreed with the following Nottinghamshire recognised trade unions: ATL; ASCL; NAHT; UNISON and GMB. The NASUWT and the NUT were involved in detailed discussions and have made contributions that have been incorporated into this policy. Neither union, however, is able to agree the policy and guidance as they do not conform to their agreed joint national model policy.

Appendix 1 – Pay Determination for Head Teacher and Other Leadership Posts

Introduction and Framework

- 1.0 This document, which forms an integral part of the School Pay Policy provides instructions for governing bodies on how to apply the statutory provisions of the School Teachers Pay and Conditions Document (STPCD) when making appointments to or reviewing the responsibilities of teachers appointed to the post of head teacher or other leadership positions paid on the Leadership Pay Range (LPR). In making all decisions on pay, the governing body must take full account of the schools' budgetary position. In accordance with the STPCD, a school belongs to one of eight groups. For mainstream schools the group calculation is based on pupil numbers at each Key Stage. For special schools, the group calculation is based on a combination of pupil numbers at each Key Stage and the ratio of full time equivalent staff to pupils. In each case extra weighting is given to pupils with statements of special needs. The HR Service will provide advice and support to calculate the school group size.
- 1.1 The governing body will ensure that any review of leadership pay will only take place where changes to the unit total score impact on the school group size or where changes in the paid responsibilities are significant as a result of an enlarged or reduced leadership and the budget implications have been fully assessed. The governing body understands that it may not set or alter the range of pay for the head teacher, or other teachers paid on the leadership pay range outside the pay range of the relevant school group as determined by the unit total score.
- 1.2 A pay review for the school leadership team is not automatic. When undertaking a review of leadership pay the governing body should complete one of the three appendices at the appropriate governing body meeting:
- a) Appendix 2a Leadership Decision Record – Single School;
 - b) Appendix 2b Leadership Decision Record – Multiple Schools; and
 - c) Appendix 2c Temporary Payments to the Head Teacher.
- 1.3 The governing body will ensure that all appointments and salary determination are made in line with the School Pay Policy and Guidance, the School Teachers' Pay and Conditions Document (STPCD) and other advice provided by the local authority.
- a) The head teacher will be paid on a 7 point (IPR) range on the leadership spine;
 - b) The deputy and all other leadership posts will be paid on a 5 point range on the leadership spine.
- 1.4 The appropriate committee of the governing body or the Collaboration body (where more than one school is involved) will properly document all pay decisions, including the reasoning behind them so that it can justify and provide a clear audit trail for all pay decisions it makes. The governing body will systematically consider the circumstances of the school applying objective data and criteria prior to making decisions on pay before reviewing, advertising and / or appointing to posts. All evidence used will be logged on the relevant Decision Record.
- 1.5 All pay decisions will be made in accordance with the articles of governance of the school and in a fair and transparent manner. Governors will apply this process to avoid any discriminatory effect on any group of teachers with a protected characteristic as defined by the Equality Act 2010.

- 1.6 The leadership pay range adopted by the governing body is set out in **Appendix 4a** of the School Pay Policy and retains a fixed set of salary points between the statutory minimum and maximum as set out in the STPCD and the joint circular issued by ASCL; ATL; NAHT; NEOST; NUT and VOICE trade unions in September 2014.
- 1.7 The governing body will determine the salary for the post of head teacher, deputy head teacher and assistant head teacher and complete Appendix 2 or 2a as appropriate. A copy should be retained by the governing body and for community and other local authority maintained schools this completed pro forma will be sent to the Local Authority HR Service as part of the supporting payroll appointment notification. Completed forms should be sent to your usual payroll contact. Leadership pay changes will not be actioned without completion of this form and receipt by NCC.
- 1.8 Appointments will be made in accordance with the following three stage process.

Three Stage Process – Completion of Appendix 2a / 2b Leadership Pay Decision Record

Stage 1	Determine the Head Teacher Group Define the Role
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Determine the Head Teacher Group

- 2.0 **SECTION A: SINGLE SCHOOL** Appendix 2a Section A: Box 1, 2, 3, 4 and 5. The governing body must assign its school to a head teacher group as the key determinant of leadership pay. The governing body should request support from the HR Service to calculate the unit total score for the school in accordance with paragraphs 5 – 8 of the STPCD. It is important that schools use the most up to date pupil census information available. The unit total information is updated on a termly basis. In using this information the school should use its own local knowledge on of whether or not the pupil numbers are increasing or in decline where this can be evidenced. The unit total score will assist the governing body to determine whether the Individual Pay Range (IPR) should start at the minimum, middle or at the higher level of the head teacher group dependant on the positioning of the unit total score within the range. The tables in paragraph 8 of this document should be used for this purpose. As a general guide a school with a pupil unit total at the lower end of the group and no significant additional factors should have a seven point range starting at the lowest point. In contrast, a school with pupil unit total at the top end of the range and with significant special circumstances will have its highest point towards the top end of the range.
- 2.1 For head teacher posts it is expected that the governing body will normally conclude that this unit total score fully captures the complexity and level of challenge of the head teacher role and is the only factor in determining the IPR.
- 2.2 Complete box 4 and 5 to set the Head Teacher IPR and salary range.
- 2.3 **SECTION A2 MULTIPLE SCHOOLS** (Appendix 2b only). Where more than one school is included in the calculation this appendix should be used and both section A1 and Section A2 Box 1, 2, 3, 4, 5 and 6 should be completed. Where the head teacher is to be appointed to more than one school on a permanent basis, the relevant body of the head teachers' original school or, where the appointment is made under the Collaboration Regulations School Governance (Collaboration) Regulations 2003, the collaborating body must modify the total unit score by calculating the head teacher group by calculating the total unit score of all the schools for which the head teacher is responsible (as set out in the STPCD paragraph 6.6).

- 2.4 For head teacher posts with responsibility for other schools it is expected that the governing body(ies) will normally conclude that the combined unit total score fully captures the complexity and level of challenge of the head teacher / executive head teacher role across the schools and is the only factor in determining the combined IPR.
- 2.5 The unit total score will assist the governing body to determine whether the Individual Pay Range (IPR) should start at the minimum, middle or at the higher level of the combined head teacher group dependant on the positioning of the unit total score within the range. See tables in paragraph 8 for unit total and group ranges.
- 2.6 Complete boxes 5 and 6 to set the Head Teacher / Executive head teacher IPR and salary range.

Where the governing body determine that:

- a) There are special circumstances to be taken into account in setting the permanent IPR over and above the factors considered above, or;
- b) There are factors to assist the governing body determine the starting salary within the above range.

Then the following sections should be considered. In making decisions about special circumstances the governing body must take account of the most recent Ofsted inspection outcome and the most recent national comparative data available via RAISE.

Define the Role

- 2.7 **SECTION B SPECIAL CIRCUMSTANCES RELATING TO THE ROLE** Boxes a, b and c. The main head teacher responsibilities and accountabilities should already be incorporated in the unit total calculation and resultant IPR agreed in Section A above.
- 2.8 However, in determining leadership pay range the governing body may also take into account whether there are any other additional permanent special circumstances relating to the head teacher post and determine whether or not any of these factors should increase the basic IPR (STPCD 9.2). Where applicable the governing body should set out the additional permanent factors in part B appropriate to the role:
- a) Permanent responsibilities and accountabilities;
 - b) Skills and relevant competencies required; and
 - c) Complexity and challenges of the role taking into account the particular context of the school;
 - d) Accountability for multiple schools or managing across several dispersed sites which is not already accounted for in the unit total score calculated in stage 1 and which goes beyond that expected of any head teacher of a similar sized school;
 - e) Responsibility for a school which is causing concern. This is a school which is at risk of or requiring Special Measures or at risk of or in serious weaknesses.
- 2.9 The governing body must determine what impact, if any, the additional permanent factors identified should have on the determination of the IPR range and record this decision on the pro forma in Section B.
- 2.10 The governing body should set out the justification and evidence used where additional points are considered.

Stage 2	Set the Indicative Pay Range
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- 3.0 Set the Indicative Pay Range based on unit total calculation.
- 3.1 Complete Appendix 2a Section A Box 4 and 5 or Appendix 2b Section A2 Box 5 and 6.
- 3.2 **SECTION C PERMANENT ADDITIONAL ALLOWANCES** Boxes a, b and c. Given the special circumstances identified consider if the head teacher should be paid any additional allowances:
- a) Allowances for recruitment or retention e.g. Where without such payment there would be substantial difficulty filling the vacant head teacher post and is demonstrably required to attract a field of appropriately qualified and experienced leadership candidates, eg due to location, specialism or the level of support available from the wider leadership team; and
 - b) Long term provision to other schools where the reward for this has not already been accounted for in the unit total calculation.
- 3.3 The governing body must determine what impact, if any, the additional permanent factors identified should have on the determination of the IPR range and record the justification, evidence used and the decision on the pro forma in Section C.
- 3.4 **SECTION D PERMANENT ADDITIONAL FACTORS** Boxes a, b, c, and d. Consider whether there are any additional permanent factors which impact on the level of challenge of the post which justify the IPR being set higher than the basic level set in stage 1.
- 3.5 The context and challenge as a result of:
- a) The level of deprivation in the school community as determined by entitlement to Free School Meals (FSM), where the indicator is significantly above the national average;
 - b) The level of Pupils with English as an Additional Language (EAL), where the indicator is significantly above the national average;
 - c) The level of Looked After Children (LAC), where the indicator is significantly above the national average;
 - d) Special Needs (special schools only);
 - e) The level of Pupil Stability, where the level is significantly below the national average; and
 - f) School Deprivation Indicator, the degree to which the school is significantly above the national average.
- 3.6 The governing body must determine what impact, if any, the additional permanent factors identified should have on the determination of the IPR range and record this decision on the pro forma in Section D.
- 3.7 The governing body must set out in Box E any additional permanent factors agreed in the calculation of the 7 point IPR.
- 3.8 The governing body must set out in Box F the agreed IPR and salary.

Payment Limits for Consideration

- 4.0 The total sum of the salary and other payments made to a head teacher must not exceed 25% above the maximum of the head teacher group, except in wholly exceptional

circumstances agreed by the governing body. In such circumstances the governing body must seek external, independent advice from the HR Service and make a business case to be considered by the full governing body before agreeing such a payment.

- 4.1 The payment of relocation expenses which relate solely to the personal circumstances of the head teacher are excluded from the 25% limit and should be paid in line with the policy agreed by the governing body.
- 4.3 Salary safeguarding does not apply to any such additional temporary payments and any temporary changes to duties and / or pay should be confirmed in writing.

Stage 3	Determination of the Individual Pay Range and Starting Salary
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- 5.0 The governing body should determine the Individual Pay Range (IPR) for the leadership post and the starting salary within the range.
- 5.1 In setting the starting salary for new appointments the governing body may take into account the extent to which the specific requirements of the post are met as set out in the person specification and job description.
- 5.2 The range determined must provide scope for performance related pay progression over time linked to school improvement priorities and outcomes as set out in the School Pay Policy and School Appraisal Policy.
- 5.3 Where the governing body considers that there are circumstances specific to the role (where the role is so challenging) or to the candidate, which warrant a higher than normal payment the relevant body may set the maximum point of the head teachers Individual Pay Range up to 25% above the maximum point of the head teachers group range for the school. The 25% refers to the total value of the salary including any temporary payments.
- 5.4 The statutory requirements of the STPCD must be adhered to. These state that the governing body must ensure that the 25% maximum is not exceeded unless in exceptional circumstances. Only objective criteria considered should warrant this. Where, exceptionally, the governing body considers setting the IPR for the head teacher beyond the 25% limit, external independent advice from the HR Service must be sought. This advice should consider whether it is justifiable to exceed the 25% limit in a particular case. Should the advice suggest that it is appropriate to exceed the 25% limit a business case must be made and agreed by the full governing body. There must also be a clear audit trail for any advice requested, provided and considered. The documentation must include a full and accurate record of the criteria considered, decisions taken and the reasons behind them.
- 5.5 Regular local collaboration between schools which is part of the role of all head teachers will not be a factor which increases the base pay or be considered as an additional factor.

Temporary Payments for Head Teachers

- 6.0 The governing body expect that this objective and rigorous approach to setting pay for head teachers will make the payment of temporary allowances to head teachers unnecessary.
- 6.1 The exception to this will be where temporary payments to a head teacher are identified (STPCD paragraph 10) for clearly temporary or irregular duties or responsibilities or any other very specific reasons meaning it is not appropriate to incorporate into permanent pay. Such payments must be in addition to the post for which the head teacher's salary has been determined. In each case where temporary additional payments are made the governing

body must be satisfied that the reasons or circumstances have not previously been taken into account when determining the head teacher's IPR.

- 6.2 Where the governing body agree to the payment of temporary payment to the head teacher Appendix 2c should be completed
- 6.3 The total sum of any additional temporary payment(s) made to a head teacher must be time limited and will cease on a certain date or as circumstances change. The governing body must make sure that the appropriate contractual arrangements are confirmed o the employee and payroll provider. The amount may be between 1% and 25% but must not exceed 25% of the substantive annual salary payable to the head teacher in any school year.

Wider Leadership Group - Other Leadership Posts

- 7.0 The above principles should be consistent with the determination of pay for the wider leadership team
- 7.1 In setting the pay for all other leadership posts (DHT and AHT) the governing body should ensure that:
- a) Pay relativities reflect the different role, duties and responsibilities between posts;
 - b) All pay decisions are consistent with equal pay and other equality legislation;
 - c) Account is taken of how each leadership position blends with other posts in the wider leadership structure of the school;
 - d) Pay ranges for a deputy or assistant head teacher should not overlap the head teacher's IPR; and
 - e) The pay range determined provides scope for individual performance related pay progression over time and that progression is linked to school improvement priorities and outcomes as set out in the School Pay Policy and School Appraisal Policy.

School Group Sizes and Unit Total Guidance

- 8.0 The broad banding for IPRs within a school's group size, as determined by the School Teachers' Pay and Conditions Document, is as follows:

School Group	Points Range	
	From	To
1	L6	L18
2	L8	L21
3	L11	L24
4	L14	L27
5	L18	L31
6	L21	L35
7	L24	L39
8	L28	L43

8.1 Guidance on how to utilise the school's unit total to determine the basic IPR is as follows:

School Group	Unit Total			Basic IPR			Possible additional IPR Ranges for Special Circumstances						
1	0	to	500	6	to	12	7	to	13	Up to	12	to	18
	500	to	1000	7	to	13	8	to	14	Up to	12	to	18
2	1001	to	1400	8	to	14	9	to	15	Up to	15	to	21
	1401	to	1800	9	to	15	10	to	16	Up to	15	to	21
	1801	to	2200	10	to	16	11	to	17	Up to	15	to	21
3	2201	to	2635	11	to	17	12	to	18	Up to	18	to	24
	2636	to	3065	12	to	18	13	to	19	Up to	18	to	24
	3066	to	3500	13	to	19	14	to	20	Up to	18	to	24
4	3501	to	4000	14	to	20	15	to	21	Up to	21	to	27
	4001	to	4500	15	to	21	16	to	22	Up to	21	to	27
	4501	to	5000	16	to	22	17	to	23	Up to	21	to	27
5	5001	to	5835	18	to	24	19	to	25	Up to	23	to	31
	5836	to	6670	19	to	25	20	to	26	Up to	23	to	31
	6671	to	7500	20	to	26	21	to	27	Up to	23	to	31
6	7501	to	8667	21	to	27	22	to	28	Up to	29	to	35
	8668	to	9833	22	to	28	23	to	29	Up to	29	to	35
	9834	to	11000	23	to	29	24	to	30	Up to	29	to	35
7	11001	to	12500	24	to	30	25	to	31	Up to	32	to	39
	12501	to	14000	25	to	31	26	to	32	Up to	32	to	39
	14001	to	15500	26	to	32	27	to	33	Up to	32	to	39
	15501	to	17000	27	to	33	28	to	34	Up to	32	to	39
8	17001	+		28	to	34	29	to	35	Up to	37	to	43

Appendix 2a – Leadership Pay Decision Record – Single School

Important

1. This form should be completed by the governing body where a new head teacher appointment is undertaken or the IPR is re-assessed.
2. In determining the salary range for the head teacher post it is expected that the governing body will **normally** conclude that the unit total score (Section A) fully captures the complexity and the level of challenge of the role and is the **only** factor in determining the IPR pay range for the head teacher.

School Name:	
Information Prepared by	
Date Prepared	
Meeting Title:	
New Appointment / Re-assessment of IPR	
Date of Meeting	
Implementation Date	
Governors Present :	

Stage 1: School Unit Total Calculation

A	Unit Total				
1	Unit Total Calculation based on school census data @ (date) <i>Note : the LA updates this information at the following times in the school year.</i>				
2	School Group				
3	School Group Pay Range Min – Max				
4	IPR agreed by Governing Body (See Appendix 1a for group ranges)				
5	Head Teacher Salary Range agreed by Governing Body			£	£

Stage 3: Section only to be completed where Special Circumstances apply (see Stage 2 over)

E	Additional Points for Special Circumstances (See overleaf)				
	Revised IPR (Where exceptional circumstances apply)				
	Revised Salary Range			£	£

	Starting Salary Agreed			£	
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Name: Chair of Governors/Vice Chair

Signed: Date:

The form should be completed and emailed with one of the following BMS Payroll forms:

1. The New Appointment Form (Available wired) or 2. The Change of Details Form (Available wired)

Both documents should then be sent to your school usual payroll email address for action. The appointment will not be completed without the receipt of this form.

Escschoolsashfield.Re@nottsc.gov.uk

Escschoolsassetlaw.Re@nottsc.gov.uk

Escschoolsbroxtowe.Re@nottsc.gov.uk

Escschoolsgedling.Re@nottsc.gov.uk

Escschoolsmansfield.Re@nottsc.gov.uk

Escschoolsnewark.Re@nottsc.gov.uk

Escschoolsrushcliffe.Re@nottsc.gov.uk

Stage 2: Special Circumstances (if applicable)		
In considering these circumstances the governing body must make reference to information contained within the most recent Ofsted inspection report/outcome and the most recent national comparative RAISE online data for the school.		
The governing body should only consider this section where there are specific additional permanent responsibilities which should be taken into account.		
B	<u>Special Circumstances</u> Permanent Additional Factors related to the Head Teacher role such as (set out justification and evidence below)	Additional points (if applicable)
a	Responsibilities and Accountabilities: (eg responsibility/ accountability for school causing concern (SCC) with associated significant professional risks)	
b	Skills and experience. (eg proven track record of effective leadership to secure significant school improvement in short timescale)	
c	Complexity and Challenge: (eg SCC with several areas required for improvement in short timescale)	
	<u>Justification and evidence used</u>	
C	<u>Special circumstances</u> Permanent Additional Allowance (Set out justification and evidence below)	Additional points (if applicable)
a	Recruitment and retention * (*only where agreed by the governing body in pay policy 6.15 – 6.18)	
b	Long term provision to other schools (where the reward for this work is not already accounted for in the unit total calculation for the school)	
	<u>Justification and evidence used</u>	
D	<u>Special circumstances</u> Permanent Additional Factors (Set out justification and evidence below). Possible factors include :	Additional points (if applicable)
1	Deprivation as indicated by entitlement to FSM (high, Medium or Low). (Whether indicator is significantly above the national average)	
2	Pupils with EAL or Looked after Children or special needs (as compared with national averages)	
3	Pupil Stability (The degree to which the level is significantly below the national average)	
4	School Deprivation Indicator (eg the degree to which the school is significantly above the national average)	
	<u>Justification and evidence used</u>	
E	Total additional points agreed for special circumstances (add to Stage 3)	

Appendix 2b – Leadership Pay Decision Record – Multiple Schools

<u>Notes for completion –</u>					
1. This form should be completed by the appropriate body where the Head Teacher is to be appointed to <u>more than one</u> school on a <u>permanent</u> basis. Where the appointment to Head / Executive Head Teacher is being made under the Collaboration Regulations, the collaborating body must modify the total unit score as set out in the School Pay Policy Appendix 1					
2. In determining the salary range for the post it is expected that the collaborating body will normally conclude that the unit total score (Section A1 and A2) fully captures the complexity and the level of challenge of the role and is the only factor in determining the IPR pay range for the Head Teacher.					
Lead School Name:					
Other School Name(s):					
Information Prepared by					
Date Prepared					
Meeting Title:					
Date of Meeting					
Governors Present :					
Stage 1: Lead School Unit Total Calculation					
A1	Unit Total – Lead School				
1	Unit Total Calculation based on school census data @ (date) <i>Note : the LA updates this information at the following times in the school year:</i>				
2	School Group				
3	School Group Pay Range Min – Max				
4	Head teacher IPR based on Unit Total calculation				
5	Head teacher salary range			£	£
A2	Other School(s) Permanent responsibility				
	Stage 1a: School Name:	Unit Total calculation			
1	Unit total Calculation based on School Census data @ (date) Name of School :				
2	Modified Unit Total calculation Total = Box A1 (1) + A2 (1)				
3	Modified School Group				
4	School Group Pay Range Min – Max				
5	Modified Head Teacher IPR based on Unit Total calculation agreed by Collaborating Body				
6	Modified Head Teacher Salary range agreed by Collaborating Body			£	£
Stage 3: Section <u>only</u> to be completed where Special Circumstances apply (See Stage 2)					
E	Additional Points for Special Circumstances (See overleaf)				
	Revised IPR agreed by Collaborating Body (where exceptional circumstances apply)	From	To		
	Revised Salary Range agreed by Collaborating Body	£	To £		

F	Starting salary agreed	£
	Name	Chair of Governors/Vice Chair
	Signed	Date:
<p>The form should be completed and emailed with one of the following BMS Payroll forms: 1. The New Appointment Form (Available wired) or 2. The Change of Details Form (Available wired) Both documents should then be sent to your school usual payroll email address for action. The appointment will not be completed without the receipt of this form.</p> <p>Escschoolsashfield.Re@nottsc.gov.uk Escschoolsassetlaw.Re@nottsc.gov.uk Escschoolsbroxtowe.Re@nottsc.gov.uk Escschoolsgedling.Re@nottsc.gov.uk Escschoolsmansfield.Re@nottsc.gov.uk Escschoolsnewark.Re@nottsc.gov.uk Escschoolsrushcliffe.Re@nottsc.gov.uk</p>		

Stage 2: Special Circumstances (if applicable)

In considering these circumstances the governing body must make reference to information contained within the most recent Ofsted inspection report/outcome and the most recent national comparative RAISE on line data for the school.

B	<u>Special Circumstances</u> Permanent additional Factors related to the Head Teacher role such as (set out justification and evidence below)	Additional Points (if applicable)
a	Responsibilities and Accountabilities: (eg responsibility/ accountability for school causing concern(SCC) with associated significant professional risks)	
b	Skills and experience. (eg proven track record of effective leadership to secure significant school improvement in short timescale)	
c	Complexity and Challenge: (eg SCC with several areas required for improvement in short timescale)	
	<u>Justification and evidence used</u>	
C	<u>Special circumstances</u> Permanent Additional Allowance (Set out Justification and evidence below)	Additional Points (if applicable)
a	Recruitment and retention * (*only where agreed by the governing body in pay policy 6.15 – 6.18)	
b	Long term provision to other schools (where the reward for this work is not already accounted for in the unit total calculation for the school)	
	<u>Justification and evidence used</u>	
D	<u>Special circumstances</u> Permanent Additional Factors (Set out justification and evidence below). Possible factors include :	Additional Points (if applicable)
1	Deprivation as indicated by entitlement to FSM (high, Medium or Low). (Whether indicator is significantly above the national average)	
2	Pupils with EAL or Looked after Children or special needs (as compared with national averages)	
3	Pupil Stability (The degree to which the level is significantly below the national average)	
4	School Deprivation Indicator (eg the degree to which the school is significantly above the national average)	
	<u>Justification and evidence used</u>	
E	Total additional points agreed for special circumstances (if applicable add to Stage 2)	

Appendix 2c – Leadership Pay Decision Record – Exceptional Circumstances Temporary Payment to the Head Teacher

This form should be completed by the governing body where the circumstances set out in the school Pay Policy permit a temporary payment(s) to be made to the post of head teacher	
School Name:	
Information Prepared by	
Date Prepared	
Meeting Title:	
Date of Meeting	
Implementation Date	
Governors Present :	
	Reason for Temporary Allowance Payment
	Justification for the level and period of Temporary Allowance Payments
	Date paid from
	Date Paid To:
	Amount £
	Date to be reviewed:

Name: Chair of Governors/Vice Chair

Signed:

Date:

Performance Related Pay Progression Criteria

This guidance should be applied in conjunction with the Nottinghamshire Appraisal Policy and Guidance including the staged exemplification of teacher standards 2012 – Appendix 3 of the Appraisal toolkit. Schools should re-examine their application of this exemplification annually.

This guidance is intended to enable schools to;

- Meet the requirements of the School Teachers Pay and Conditions Document (STPCD) 2014
- Ensure that teachers are clear about the criteria they are required to meet to be considered for annual pay progression
- Determine whether a teacher is working to the required standard for pay progression
- Reward effective practice.

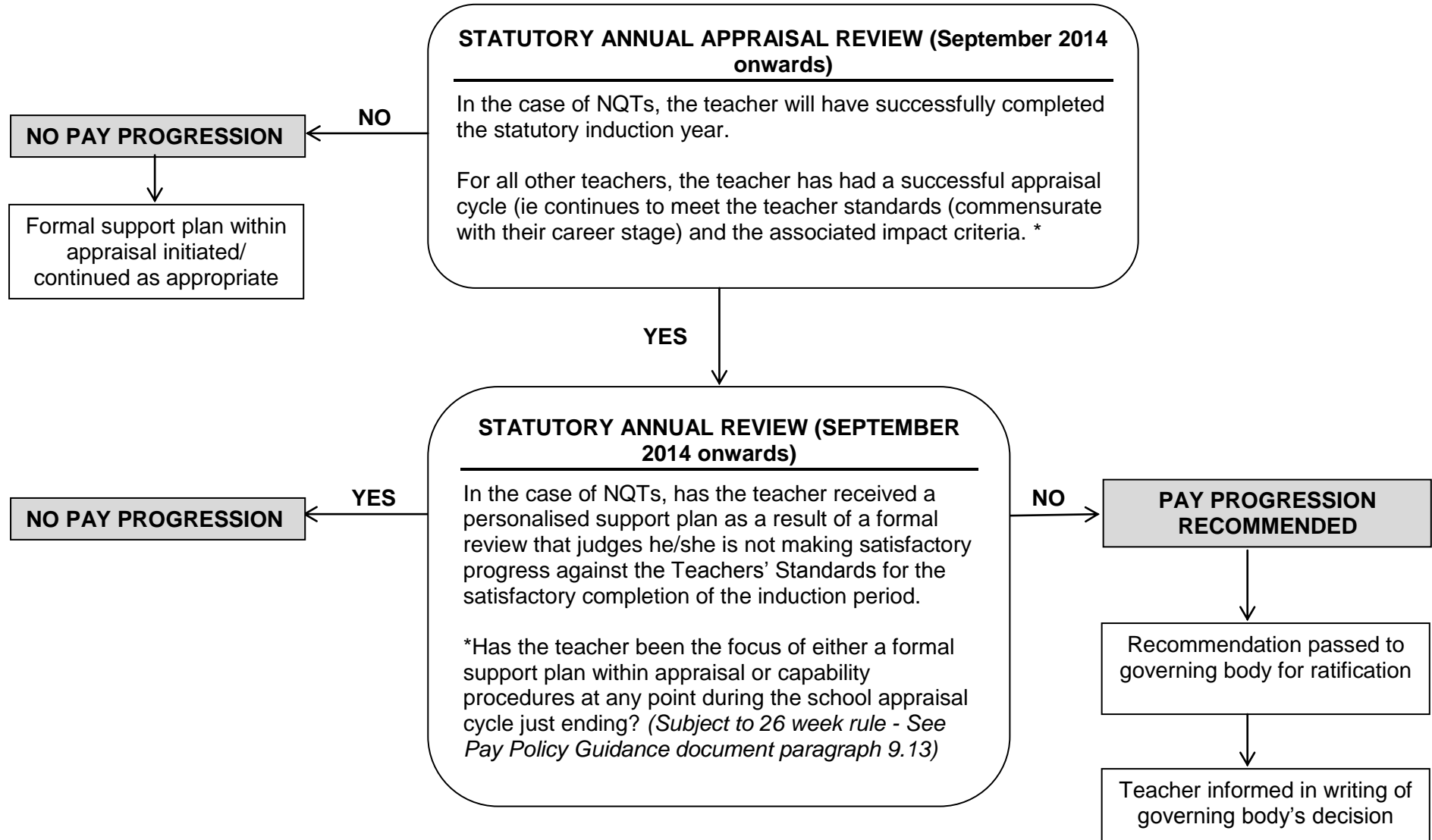
This guidance provides;

- A set of key principles and a flowchart setting out the process
- Recommended pay bands
- Impact criteria to be used as a framework, as part of the appraisal process, taking into account the school's context to judge the degree of impact of meeting teacher standards. Schools, whilst adopting the overall approach of this guidance, may therefore wish to agree the particular application of specific criteria in their context (e.g. to take account of the effects of small cohort/class size or stage of development of pupils)
- The relevant references from current (as of September 2014) Ofsted framework, handbook and subsidiary guidance for inspectors.

This guidance is based on the following key principles, that;

- Appraisal is in place, including arrangements to take account of absence, planned or otherwise, of either the appraiser or appraisee
- To qualify for consideration of pay progression, the teacher must have completed 26 weeks of reckonable service in the preceding academic year
- All teachers are given a copy of this document at the start of the appraisal cycle or on appointment to the school
- The criteria provide a framework to support an on-going professional dialogue within appraisal about the impact of a teacher's work
- For all bands in teacher standard 2, the impact criteria set should be school specific, related to the context of the cohort and any groups. Targets should be challenging and include percentages of children making better than expected progress.
- Criteria for pay point 2 reflects the minimum expectation of teaching impact required to be considered for pay progression for the first time after completing the NQT induction year
- Criteria for pay points 5-6 reflect the professional competencies required of teachers preparing to move to the Upper Pay Range
- Application of the teachers' standards impact criteria must be non-discriminatory and be monitored using Appendix 9 in the Pay Policy
- There is an expectation that all teachers, supported by the appraisal process, will continue to improve their effectiveness and progress annually towards the maximum of the MPR (bi annually for UPR)
- When advertising vacancies, schools may determine a pay band for initial appointment on the MPR as set out in Appendix 4 – Pay Scales
- To be considered for pay progression, an NQT will not have been subject to a personalised support plan during the induction year
- To be considered for pay progression, a teacher's effectiveness will be such that they have not been subject to a formal support plan within appraisal or capability procedures during the current appraisal cycle. Please refer to the 26 week rule as set out in the Pay Policy Guidance paragraph 9.13
- Recommendation for progression within or between pay bands (including Pay Band D – UPR) will take place in line with paragraph 9.10(a),(b),(c)
- Appraisal will support teachers to effectively address any concerns about their performance with additional targeted support where necessary
- A teacher may be considered for fast track pay progression to the next pay band where this is agreed at the start of the appraisal cycle and where the appropriate criteria as set out in paragraph 9.10 are met.
- The criteria for impact of teachers' standards provide a framework for establishing appraisal objectives.

Performance Related Pay Progression Flow Chart



The following criteria should be applied within the context of the school (e.g. the effect of small cohort/class sizes or the stage of development of pupils)

Teachers' standards Part One: Teaching	Pay Band A Impact criteria for points 1-2	Pay Band B Impact criteria for points 3-4	Pay Band C Impact criteria for points 5-6	Pay Band D Impact criteria for UPR points 7-9
Impact on Pupil's Learning and Progress <i>(Taking into account a range of evidence including: lesson observation, work analysis and validated tracking data)</i>				
1. Set high expectations which inspire, motivate and challenge pupils	Teaching is improving over time and typically contains increasing elements of good <i>(support provided through induction)</i>	Teaching is typically good	Teaching is consistently good	Teaching is consistently good with some outstanding elements
2. Promote good progress and outcomes by pupils	Typically, the majority of pupils make expected progress in learning from their starting points that year with some making better than expected progress taking account of national patterns of progress and the extent to which pupils need to make accelerated progress within the year.	Typically, the majority of pupils make expected progress in learning from their starting points that year with some making better than expected progress taking account of national patterns of progress and the extent to which pupils need to make accelerated progress within the year.	Typically, the majority of pupils make expected progress in learning from their starting points that year with some making better than expected progress taking account of national patterns of progress and the extent to which pupils need to make accelerated progress within the year.	Typically, the majority of pupils make expected progress in learning from their starting points that year with some making better than expected progress taking account of national patterns of progress and the extent to which pupils need to make accelerated progress within the year.
3. Demonstrate good subject and curriculum knowledge	<i>(Schools will need to define these expectations for individual teachers)</i>	<i>(Schools will need to define these expectations for individual teachers)</i>	<i>(Schools will need to define these expectations for individual teachers)</i>	<i>(Schools will need to define these expectations for individual teachers)</i>
4. Plan and teach well - structured lessons	<i>(support provided through induction)</i>			
5. Adapt teaching to respond to the strengths and needs of all pupils				
6. Make accurate and productive use of assessment				
Impact on pupils' behaviour and safety <i>(Taking into account a range of evidence including lesson observations and pupil voice)</i>				
7. Manage behaviour effectively to ensure a good and safe learning environment	Teachers consistently implement the school's expectations of behaviour and safety so that increasing numbers of pupils respond positively.	Teachers consistently implement the school's expectations of behaviour and safety so that typically nearly all pupils respond positively.	Teachers consistently implement the school's expectations of behaviour and safety so that nearly all pupils respond positively.	Teachers consistently implement the school's expectations of behaviour and safety so that nearly all pupils respond positively.

	Typically, nearly all pupils exhibit well developed learning behaviours that support their own and others' learning	Typically, nearly all pupils exhibit well developed learning behaviours that support their own and others' learning	Typically, nearly all pupils exhibit well developed learning behaviours that support their own and others' learning	Typically, nearly all pupils exhibit well developed learning behaviours that support their own and others' learning
Impact on wider outcomes for pupils <i>(Taking into account a range of evidence including lesson observations)</i>				
8. Fulfil wider professional responsibilities	Typically, a significant majority of pupils (taking into account developmental stage) are able to, for example,; <ul style="list-style-type: none"> reflect on their own learning distinguish between right and wrong work with others respect the values and beliefs of others identify questions to answer & problems to resolve/solve seek out challenges and show flexibility when priorities change think creatively, generating and exploring ideas 	Typically, nearly all pupils (taking into account developmental stage) are able to, for example,; <ul style="list-style-type: none"> reflect on their own learning distinguish between right and wrong work with others respect the values and beliefs of others identify questions to answer & problems to resolve/solve seek out challenges and show flexibility when priorities change think creatively, generating and exploring ideas 	Typically, nearly all pupils (taking into account developmental stage) are able to, for example,; <ul style="list-style-type: none"> reflect on their own learning distinguish between right and wrong work with others respect the values and beliefs of others identify questions to answer & problems to resolve/solve seek out challenges and show flexibility when priorities change think creatively, generating and exploring ideas 	Typically, nearly all pupils (taking into account developmental stage) are able to, for example,; <ul style="list-style-type: none"> reflect on their own learning distinguish between right and wrong work with others respect the values and beliefs of others identify questions to answer & problems to resolve/solve seek out challenges and show flexibility when priorities change think creatively, generating and exploring ideas
Impact on the effectiveness of other teachers and support staff				
8. Fulfil wider professional responsibilities	Effective deployment of teaching assistants and adults other than teachers (AOTTs) <i>(lesson observations)</i>	Effective deployment of teaching assistants and adults other than teachers (AOTTs) <i>(lesson observations)</i>	Contribute to improved practice of other teachers and support staff <i>(lesson observations)</i>	Make a substantial and sustained contribution to improved practice of teachers and support staff across the school <i>(lesson observations)</i>
Wider contribution to the work of the school				
8. Fulfil wider professional responsibilities	Make a regular contribution beyond the classroom which adds to the ethos of the school <i>(documentation e.g. extra-curricular/participation in a learning community etc.)</i>	Lead a regular contribution beyond the classroom which adds to the ethos of the school <i>(documentation e.g. extra-curricular/leading staff meetings etc.)</i>	Lead a regular and significant contribution to represent the school within the community which adds to the ethos of the school	Add to the ethos of the school by leading a substantial and sustained contribution to the wider life of school & developing contributions of others
Specific elements of practice				
All Teachers' Standards	Appraisal objectives are met Teachers' standards are met at the appropriate career stage making use of the staged exemplification of teacher standards (Appendix 3 of the Appraisal toolkit) <i>(Appraisal documentation)</i>	Appraisal objectives are met Teacher standards are met at the appropriate career stage making use of the staged exemplification of teacher standards (Appendix 3 of the Appraisal toolkit) <i>(Appraisal documentation)</i>	Appraisal objectives are met Teacher standards are met at the appropriate career stage making use of the staged exemplification of teacher standards (Appendix 3 of the Appraisal toolkit) <i>(Appraisal documentation)</i>	Appraisal objectives are met Teacher standards are met at the appropriate career stage making use of the staged exemplification of teacher standards (Appendix 3 of the Appraisal toolkit) <i>(Appraisal documentation)</i>

Extracts from Ofsted Inspection Handbook (September 2014 update)

Quality of leadership in and management of the school

156 Inspectors should consider the quality of **middle leadership** in the school and:

the extent to which schools are adequately developing their middle leadership

159 In reaching their judgement on leadership and management, inspectors should consider the school's use of **performance management** and effectiveness of strategies for improving teaching, including the extent to which the school takes account of the 'Teachers' Standards'.¹ This is demonstrated through:

the effectiveness of procedures for monitoring the quality of teaching and learning, and the extent to which underperformance is tackled

a strong link between performance management, appraisal and salary progression

how well the head teacher/principal and, where relevant, other senior staff are managing staff performance and using the staff budget to differentiate appropriately between high and low performers; however, inspectors should not consider or report on any individual's performance or on whether the school's evaluation of the quality of teaching of an individual is accurately reflected in that individual's progression on the salary spine

the coherence and effectiveness of the programme of professional development, and the opportunities provided for promotion; particular attention should be given to the extent to which professional development is based on the identified needs of staff and the induction needs of NQTs and teachers at an early stage of their career, and the involvement and impact of school leaders

160 Where teachers' performance is less than good, inspectors will seek evidence that this is rigorously managed and that appropriate training and support are provided. Where teachers' performance is good, inspectors will expect to see evidence that this is recognised through the performance management process.

161 Inspectors should ask the head teacher for anonymised information about performance management, appraisal and salary progression from the last three years. Inspectors should take account of the particular concerns of those working in small schools. The information provided should include information about patterns of progression through the different salary scale points, and comparisons between subject departments and/or teachers deployed in different key stages. In all cases, the information provided:

must be recorded in such a way that individual members of staff are not identified on inspectors' evidence forms or in inspection reports

must not leave the school site

must not be sent to inspectors electronically.

¹ Academies are not required to apply the 'Teachers Standards' as part of their performance management arrangements. However, inspectors should examine closely how the academy promotes high quality teaching through its performance management and professional development arrangements.

162 Inspectors should compare this with the overall quality of teaching and determine whether there is a correlation between the two. If there is none, they should find out why, taking into account the length of time the head teacher has been in post.

163 Examples of the information head teachers could provide include:

- the proportion of staff who progressed through thresholds over the last three years

- the proportion who did not progress through thresholds over the last three years

- a table showing for each salary point, the number of staff, points they have moved from and the number that met their performance management objectives

- the performance management information the school provides to governors

- any other relevant information with regard to the performance management process.

165 Inspectors should consider whether governors:

- monitor performance management systems and understand how the school makes decisions about teachers' salary progression , including the performance management of the head teacher, to improve teaching, leadership and management

Appendix 4a – Leadership Pay Range 1.9.14

Pay Range	Points	Annual salary
Leadership	L1	£38,215
	L2	£39,172
	L3	£40,150
	L4	£41,150
	L5	£42,175
	L6	£43,232
	L7	£44,397
	L8	£45,421
	L9	£46,555
	L10	£47,750
	L11	£48,991
	L12	£50,118
	L13	£51,372
	L14	£52,653
	L15	£53,963
	L16	£55,397
	L17	£56,670
	L18	£58,096
	L19	£59,535
	L20	£61,012
	L21	£62,521
	L22	£64,074
	L23	£65,661
	L24	£67,290
	L25	£68,962
	L26	£70,668
	L27	£72,419
	L28	£74,215
	L29	£76,053
	L30	£77,946
	L31	£79,872
	L32	£81,857
	L33	£83,892
	L34	£85,965
	L35	£88,102
	L36	£90,284
	L37	£92,528
	L38	£94,817
	L39	£97,128
	L40	£99,552
	L41	£102,039
	L42	£104,596
	L43	£107,210

Appendix 4b – Pay Ranges For All Other Teachers 1.9.14

The pay range for teachers paid on the **main pay range** and **upper pay range**

Pay Range	Pay Band	Points	Annual salary
MPR	Band A	1	£22,023
		2	£23,764
	Band B	3	£25,675
		4	£27,650
	Band C	5	£29,829
		6	£32,187
UPR	Band D	7	£34,869
		8	£36,161
		9	£37,496

The pay range for **leading practitioners**

Pay Range	Points	Annual salary
LPR	LP1	£38,215
	LP2	£39,172
	LP3	£40,150
	LP4	£41,150
	LP5	£42,175
	LP6	£43,232
	LP7	£44,397
	LP8	£45,421
	LP9	£46,555
	LP10	£47,750
	LP11	£48,991
	LP12	£50,118
	LP13	£51,372
	LP14	£52,653
	LP15	£53,963
	LP16	£55,397
	LP17	£56,670
	LP18	£58,096

The pay range for **unqualified** teachers

Range	Points	Annual salary
UTR	1	£16,136
	2	£18,013
	3	£19,889
	4	£21,766
	5	£23,644
	6	£25,520

Appendix 5 – Annual Statement of Pay

Name of Teacher

Post

School

Date of Statement

Substantive Post							Acting up / Temporary Post				
Substantive Pay Range	Scale	Tick	Perm or Temp	Range	Current Salary 1.9.****	Revised Salary 1.9.****	Temporary Scale	Date From	Date to	Current Salary 1.9.1****	Revised Salary 1.9.****
Main Pay Range	MPR			1-6			MPR				
Upper Pay Range	UPR			7-9			UPR				
Leading Practitioner	LPR			*insert range			LPR				
Leadership	IPR			*insert range			IPR				
Unqualified Pay Range	UTR			1-6			UTR				

Substantive Post						Acting up / Temporary Post				
Allowance Type	Perm / Temp	Reason if temporary	Start Date	End date	Value	Allowance Type	Reason for temporary contract	Start Date	End date	Value
TLR1(Perm)*1						TLR1(Perm)*1				
TLR2(Perm)*1						TLR2(Perm)*1				
TLR3(Temp)*2						TLR3(Temp)*2				
Other						Other				

*1 TLR1/2 payments are permanent and may only be issued temporarily to cover absent staff and are not subject to salary safeguarding where awarded temporarily
 *2 TLR3 payments can only be awarded temporarily and are not subject to salary safeguarding

TOTAL SALARY	
---------------------	--

Appendix 6a – Notification of Salary Safeguarding to Employee

Name of employee

Address

School

Post title

Notification of Salary Safeguarding

The following salary safeguarding arrangements apply to your salary. The salary safeguarding period is three years as shown below and the payment to you will be made in line with the statutory provisions of the School Teacher' Pay and Conditions Document (STPCD). The period of safeguarding may end sooner if your salary changes during this period and you are awarded an increased salary which exceeds the combined value of the pre safeguarded salary and any safeguarded sum. There are other factors which may cause your safeguarding to end early, these are detailed in paragraph 34.1 of the STPCD.

Where the safeguarding sum exceeds £500 the governing body are required to review your duties and responsibilities and allocate additional duties commensurate with your safeguarded salary. In accordance with this requirement of the STPCD either, (a) following our discussion you will be required to undertake (set out the additional duties and responsibilities agreed with the employee here) during the safeguarding period, or (b) I will arrange to meet with you to discuss the duties and responsibilities which you will be required to undertake during the safeguarding period.

Effective Date	Salary	Salary £	Scale / Grade	Inc Pt	Allowance Type	Allowance £	Total £
	Current Details						
	New Salary						
	Safeguarded Sum						

The safeguarded sum is as a result of: (State reason)

Date period safeguarding will start:

Date period of safeguarding will end:

Yours Sincerely

Head Teacher

Salary safeguarding decision taken between	Third Anniversary date
1.9 – 21.12	1.1
1.1 - 31.3	1.4
1.4 – 31.8	1.9

Appendix 6b – Notification of Salary Safeguarding to Payroll Provider

Note: This form should be used by the school to set out the circumstances where a teacher or a member of the support staff is to be paid a salary safeguarded sum e.g. as a result of a school reorganisation. The governing body is required to notify the payroll provider and the employee in writing.

Date:

To Payroll provider
Address

Notification of salary safeguarding

Name of Employee:

School:

Post

The salary safeguarding arrangements for the above member of staff at this school are as follows. Please amend the payroll as required.

Effective Date	Salary	Salary £	Scale / Grade	Inc Pt	Allowance Type	Allowance £	Total £
	Current Details						
	New Salary						
	Safeguarded Sum						

The safeguarded sum is as a result of: (State reason)

Date period safeguarding will start:

Date period of safeguarding will end:

Salary safeguarding decision taken between	Third Anniversary date
1.9 – 21.12	1.1
1.1 - 31.3	1.4
1.4 – 31.8	1.9

Head Teacher

(Name of) School

Appendix 7 – UPR Application Form for Progression on (Insert Date)

School Name:

Appraiser:

Name: _____
Post: _____
Appraisal Period: _____

Teacher:

Name _____
Post _____

Appraisal Evidence:

Attach and/or refer to relevant appraisal documentation.

Declaration:

I confirm that at the date of this request for assessment to cross the threshold I am;

- a) Highly competent in all elements of the relevant teacher standards; and
- b) My achievements and contribution to an educational setting or settings ie the school, are substantial and sustained.

I submit appraisal planning and review statements covering the relevant period and the following additional relevant evidence to demonstrate that I meet the required UPR standards:

-
-

Applicant's signature _____

Date _____

Completed by Head	Date Received	
	Date Stage 1 Assessment (Moderation) by Head	
	Date Stage 2 Ratification by Governing Body	
	Reason approved / Not approved	

Appendix 8 – Template Report for Governors Pay Committee

(The template report should be amended to meet the particular circumstances of the school)

Name of School

Recommendations to the Pay Committee regarding Teaching staff pay progression 20 -20****

Date of meeting:

This report has been produced for the governing body Pay Committee to consider the recommendations for performance related pay progression for all teachers in the school.

Context and information for governors

The following pay recommendations are made on the basis that the school has fully complied with the following policies agreed by the Governing Body:

1. The School Appraisal Policy and Guidance and the Statutory Appraisal Regulations and School Teachers Pay and Conditions Document (STPCD)
2. The School Pay Policy and Guidance

Summary

The Appraisal and Pay recommendation process has included the following processes:

- All staff have been allocated an appraiser
- All appraisal objectives have been set in the context of the requirement of all teachers to meet the statutory Teachers' Standards according to their career stage, duties and responsibilities and the school Pay Policy and the Performance Related Pay Progression Criteria.
- Appraisal Objectives have been set to recognise the Teachers' Standards, individual and school priorities
- All staff were provided with the opportunity to agree their objectives with their appraiser and to appeal if agreement was not reached
- All targets quality assured by the head teacher / SMT
- All appraisers / appraisees have undertaken 3 appraisal reviews this year – December 2013, April 2014 and July 2014
- Teaching observations have been undertaken in line with the Appraisal Policy – three times over the year by members of the Leadership Team
- Books and planning have been subject to regular scrutiny by the senior leadership team and curriculum leaders and outcomes fed back to class teachers
- Individual Training and developmental needs have been identified as part of the appraisal and observation procedures

- Tailored individual training and developmental support has been put in place and the impact and effectiveness of training is subject to regular scrutiny through monitoring by appraisers, staff and the school CPD leader
- Where concerns about progress towards the achievement of appraisal objectives has been identified additional meetings have taken place and where appropriate additional support (including an additional support plan within appraisal stages 1 and 2) has been initiated
- Recommendations for pay progression, after the final appraisal review, have been quality assured by the Leadership Team and are based on objectives set at the start of the appraisal cycle.
- Where recommendation is made for no pay progression staff have been notified and the issues have been discussed with the appraiser as part of the appraisal cycle as appropriate. (The attached list should include all teachers and where the teacher is at the top of their pay band there should still be a recommendation to governors on whether pay progression would have been awarded and if not what resultant action or support is in place). Evidence to objectively justify appraisal outcomes and pay decisions are held confidentially within the school appraisal documentation

Evidence

The report contains the following Pay progression summary report which sets out the pay recommendation and basis of the recommendation for each teacher. The following samples of anonymous evidence are attached as appendices to the pay recommendations for the governing body to consider and ratify:

1. Appraisal statements
2. Book and planning scrutiny
3. Observation pro-forma

The anonymous statements reflect decisions taken across the staff group to demonstrate consistency and robustness of the process and include:

- Leadership team member;
- Middle leadership;
- Upper pay range; and
- Main pay range teacher.

The anonymised information attached as evidence relates to individual teachers who have different appraisers which is intended to demonstrate consistency, robustness and fairness in the application of the appraisal process.

Recommendation

On the basis of the above information I recommend that the governing body approve the attached document setting out the performance related pay progression awards

Head Teacher
(Name of) School

(Name of) School
Date of Governors Meeting
Head Teachers Report

Pay Recommendations for Teachers Appraisal Cycle: 20-20****

Staff Member	Pay Point				Reason for Pay Progression Recommendation	Approved by Pay Committee Yes or No
	Current 31.8.14		Recommended 1.9.14			
	<u>Grade</u>	<u>Inc Pt</u>	<u>Grade</u>	<u>Inc Pt</u>		
A						
B						
C						
D						
E						
F						
G						
H						
I						
J						
K						
L						
M						
N						
O						
P						
Q						
R						
S						
T						
U						
V						
W						
X						
Y						
Z						

IMPORTANT NOTE: The information provided in this document is anonymised to comply with the School Appraisal Policy and will be held by the head teacher as a confidential record of the decisions made by the committee at the meeting. The **statutory** Appraisal Regulations state that all information relating to appraisal is confidential and therefore should not be shared or disclosed to any parties outside of the pay ratification process of the Governing Body. Disclosure of such information would be treated as a breach of the schools Data Protection Policy. Supporting evidence to exemplify the process undertaken by the school is provided in the recommendation indicated *

Signed by Chair of the Pay Committee:
Signed by the Head Teacher:

Date:
Date:

The members of the Pay Committee attending the meeting are:

Appendix 9 – Sample Ofsted Report: Pay Progression and Equalities Analysis

School Name

Report for period (last three years) from 1.9.** to 31.8.**
(To be completed for the three year period)

Year 1/2/3 1.9.** - 31.8.**	MPR						UPR						UTR						LPR					
	Male		Female		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
All Teachers																								
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
All teachers																								
Of these, how many:																								
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Are Disabled																								
Are BME																								
Hold TLR																								
Hold SEN payment																								
Of the total number of teachers in the school, how many have:																								
	Male		Female		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Progressed within the pay scale																								
Of those who have progressed, how many are:																								
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Disabled																								
BME																								
Have Appealed																								

Ofsted – when they inspect your school will ask for anonymised information from the last three years which shows the proportion of teachers who have
1. Progressed along the MPR , UTR and LPR; 2. Progressed to and along the UPR. This table provides a format to show patterns of progression and may be used by the school to show comparisons between departments and / or teachers deployed in different key stages. The governing body should receive this information and interrogate this information as part of the annual appraisal/PRP process.

Appendix 10a – Pay Appeals Procedure

- 1.0 Any member of staff may appeal against any determination in relation to his/her pay or any other decision taken by the head teacher / Chair of Pay Committee or Chair of Governors (in the case of the head teacher) that affects his/her pay. Where there is an appeal against withholding salary progression the appeals process will take place before the final pay recommendations are approved by the school pay committee.
- 1.1 This document provides guidance on each stage and in line with good employment practice the School Pay Appeal Procedure has three stages:
- Stage One – Informal;
 - Stage Two – Formal Hearing;
 - Stage Three – Formal Appeal.
- 1.2 The head teacher should inform the chair of governors where a pay appeal is submitted.
- 1.3 The grounds for appeals are that the head teacher / Chair of Committee or Chair of Governors (in the case of the head teacher) who made the recommendation / decision;
- a) Incorrectly applied any provision of the STPCD/NJC Conditions of Service;
 - b) Failed to have proper regard for statutory guidance;
 - c) Failed to take proper account of relevant evidence;
 - d) Took account of irrelevant or inaccurate evidence;
 - e) Was biased; or
 - f) Otherwise unlawfully discriminated against the member of staff.
- 1.4 The stages are as follows:

Stage One – Informal

- a) At the appraisal review meeting, the appraiser / head teacher (where the head teacher is the appraiser) will make a recommendation on pay to the employee, supported by the relevant evidence;
- b) The head teacher provides the employee with written confirmation of the pay recommendation, as contained within the appraisal statement providing the basis on which the recommendation is made;
- c) If the member of staff is not satisfied with the recommendation he/she should seek to resolve this matter informally, initially with the head teacher and/or in the case of the head teacher, with the chair of the Pay Committee or Chair of Governors, within five working days of the employee being notified of the recommendation;
- d) Where an informal resolution is not possible with the person making the pay recommendation and where the member of staff believes that an incorrect recommendation has been made he/she may follow a Stage 2 formal appeals process in line with the grounds of appeal set out in paragraph 1.3.

Stage Two – Formal Hearing

- a) To commence the formal appeal against the pay recommendation / decision the employee should submit a formal written statement to the person making the pay recommendation i.e. the head teacher (or in the case of the head teacher to the chair of the pay committee or chair of governors) within 5 working days of the outcome of the informal discussion (Appendix 8b – Pay Appeal Pro Forma). The written appeal from the teacher / head teacher must re-affirm the grounds of the appeal and the remedy sought;
- b) On receipt of the written appeal notification setting out the grounds of the appeal, the head teacher will offer the member of staff a date for formal hearing normally within 15 working days of the Stage One meeting. The hearing will be with the person making the pay recommendation. The letter inviting the employee to the hearing, including the papers relevant to the pay appeal should be sent out five working days in advance of the meeting;
- c) The employee should be provided with the opportunity to send any written submission of evidence to the Head Teacher / Chair of Pay Committee or Chair of Governors (in the case of the Head Teacher) prior to the hearing. This information should be sent to the head teacher in advance of the meeting so that any additional evidence/ papers can be circulated to the members of the governors' panel and to the HR Business Partner.
- d) The date of the Pay Hearing should always be determined in consultation with the school's HR Business Partner to ensure that an appropriate officer is available to attend and advise the panel on any procedural aspects or matters of employment law. It is the responsibility of the employee to ensure that a trade union representative or work colleague is available to attend.
- e) The hearing will provide an opportunity for the employee to make representations in person, to present evidence, to call witnesses, to have the opportunity to ask questions and to be accompanied by their trade union representative or work colleague;
- f) The head teacher / or in the case of the head teacher the chair of pay committee or chair of governors will consider the evidence presented and make a pay decision. For community schools, it is the head teacher's duty to consider the advice given by the HR Business Partner attending on behalf of the school and the County Council.
- g) The outcome will be confirmed to the employee in writing along with the rationale for the decision within three working days of the hearing and where appropriate the right of appeal to a panel of governors.

Stage Three – Formal Appeal

- a) Where the member of staff continues to be dissatisfied, and believes that an incorrect decision has been made in line with the grounds of appeal set out in paragraph 1.3, he/she may follow a Stage 3 Formal Appeals process.
- b) To commence the formal appeal against the pay decision the employee should submit a formal written statement (Appendix 8b Pay Appeal Pro forma) to the head teacher / Chair of committee or Chair of Governors (in the case of the head teacher) within five working days of receipt of the Stage Two outcome letter. The written appeal from the teacher / head teacher must re-affirm the grounds of the appeal, the remedy sought and include any additional evidence/papers which the employee wishes to be considered as part of the pay appeal;
- c) In accordance with Appendix 8b the member of staff will normally be offered a formal appeal hearing within 15 working days of the receipt of the written appeal notification, or as soon as possible thereafter with the agreement of all parties. The letter inviting

the employee to the Pay Appeal hearing, including the papers relevant to the pay appeal should be sent out 5 working days in advance of the meeting.

- d) The employee should be provided with the opportunity to send any written submission of evidence to the panel prior to the appeal hearing. This information should be sent to the head teacher with a minimum of 5 working days in advance of the meeting so that any additional evidence/ papers can be circulated to the members of the governors' panel and to the HR Business Partner. It is the responsibility of the employee to ensure that a trade union representative or work colleague is available to attend.
- e) The Pay Appeal hearing will be heard by a panel of three governors who were not involved in the original pay determination.
- f) The Appeal hearing will provide an opportunity for the employee, accompanied by their trade union representative or work colleague to make representations in person and for both parties to present their evidence, call witnesses and ask questions.
- g) At the end of the appeal hearing, the panel will consider the evidence presented and reach a decision. For community schools, it is the head teacher's duty to consider the advice given by the HR Business Partner attending on behalf of the school and the County Council.
- h) The outcome of the appeal hearing will be confirmed to the employee in writing along with the rationale for the decision within three working days.

- 1.5 Pay appeal decisions are final and binding on both parties and may not be reopened under the school grievance procedures. The pay appeals process should be carefully managed and notes taken. Teachers making representation at Stages 2 and 3 may be accompanied by their trade union representative or work colleague.

Appendix 10b – Pay Appeal Pro forma (Stages 2 and 3)

PAY APPEAL PRO FORMA		
FOR COMPLETION BY EMPLOYEE FOR SUBMISSION TO HEAD TEACHER		
Name of School		
Name of Employee		
Post Held		
Current Grade		
Current Pay Point		
Reason for Appeal		
		TICK
Incorrectly applied any provision of the STPCD/NJC Conditions of Service		
Failed to have proper regard for statutory guidance		
Failed to take proper account of relevant evidence		
Took account of irrelevant or inaccurate evidence		
Was biased		
Otherwise unlawfully discriminated against the member of staff		
Written Submission		
<p>Details of the grounds / basis for the appeal making reference to additional documents to be submitted as appropriate to support employees case. Expand as required</p>		
<p>List of Documents attached as appendices to support employees case</p>		
<p>Remedy sought</p>		
Signed		
Date		
Date received Head Teacher		
Date acknowledged		

Appendix 10c – School Pay Appeal Hearing Procedures – Head Teacher Stage 2

Order of Events – Stage 2 Hearing

The purpose of this meeting will be to provide the teacher / head teacher an opportunity to present their appeal against the pay recommendation in person to the head teacher / chair of pay committee or chair of governors (in the case of the head teacher) accompanied by their trade union representative or work colleague.

The school should make arrangements for the meeting to be minuted by an appropriate person.

1. Introductions

The Head Teacher / Chair of Pay Committee or Governors (in the case of the Head Teacher) will:

- a) Explain the purpose of the meeting, conducted as part of the second stage School's Pay Appeals procedure;
- b) Ask those present including the representative (if applicable) to introduce themselves and clarify their role;
- c) Outline the order of events of the hearing;
- d) Explain that notes will be taken to record the key points of the hearing.

2. The employee and/or their representative/work colleague will:

- a) State the basis of their pay appeal against the recommendation, including the reason for the appeal and present their evidence;
- b) Call any witnesses in support of their case. The witness(es) may be asked questions by the head teacher (or other senior leader) / Chair of Committee or Chair of Governors (in the case of the head teacher)
- c) Answer any questions put by the head teacher (or other senior leader)/ Chair of Committee or Chair of Governors (in the case of the head teacher).

3. The head teacher (or other senior leader) / Chair of Pay Committee or Chair of Governors (in the case of the head teacher) will:

- a) State their response to the appeal, present their evidence;
- b) Call any witnesses in support of their case. The witness (es) may be asked any questions by the representative or work colleague;
- c) Answer any questions from the employee and/or their representative or work colleague.

4. At the conclusion of the hearing the head teacher)/ Chair of Committee or Chair of Governors (in the case of the head teacher) will invite:

- a) The employee and/or their trade union representative/work colleague or Chair of Pay Committee or Chair of Governors (in the case of the head teacher) to summarise the key points of their formal appeal;
 - b) The head teacher (or other senior leader) or Chair of Pay Committee or Chair of Governors (in the case of the head teacher) to summarise the key points of their response to the case;
 - c) Explain how and when the decision will be communicated to the employee.
4. The hearing will then be adjourned to enable the head teacher (or other senior leader)/ Chair of Committee or Chair of Governors (in the case of the head teacher) to:
- a) Consider the issues in private;
 - b) Take any necessary advice;
 - c) Deliberate and make a pay decision.
5. All parties reconvene for decision.

The head teacher (or other senior leader)/ Chair of Committee or Chair of Governors (in the case of the head teacher) will normally give their decision at the end of the hearing however in exceptional cases this may be delayed if further time is needed to consider the evidence.

The decision will be confirmed in writing within 3 working days of the conclusion of the hearing, including where necessary, their right of appeal to a panel of 3 governors and date of the Appeal. (See [Appendix 8e](#))

¹ Where the employee or representative/ work colleague calls a witness in support of his/her case, the following procedure applies:

- The witness will be asked questions by the employee / representative or colleague.
- The witness may then be asked questions by the head teacher (or other senior leader).
- The witnesses may then be asked further questions by the employee, representative or colleague.

¹ Where the head teacher (or other senior leader) calls a witness to support their response to the appeal, the following procedure applies:

- The witness will be asked questions by the head teacher (or other senior leader).
- The witness may be asked questions by the employee or his/her representative or colleague.
- The witnesses may then be asked further questions by the head teacher (or other senior leader).

Note: After completion of the above stages any witnesses will be:

- a) *Instructed not to discuss the case in any way until after the hearing / appeal has been determined*
- b) *Asked to retire. Unless otherwise determined by the parties to the hearing, the witnesses may be subject to recall*

Appendix 10d – School Pay Appeal Procedures – Governors Stage 3

Order of Events – Stage Three Governors Appeal Hearing

1. Introductions.

The Chair of the panel will:

- a) Explain the purpose of the meeting, conducted as part of the School's Pay Appeals procedure;
- b) Ask those present to introduce themselves and explain their role;
- c) Outline the order of events of the Pay Appeal Hearing;
- d) Explain that notes will be taken to record the key points of the hearing

2. The employee and/or their trade union representative / work colleague will:

- a) State their case, including the reason for the pay appeal, present their evidence;
- b) Answer any questions put by the head teacher (or other senior leader);
- c) Answer questions put by the Pay Appeal Panel;
- d) Call any witnesses in support of their case. The witness(es) may be asked questions by the head teacher (or other senior leader) and the members of the panel.

3. The head teacher (or other senior leader) will or Chair of Pay Committee or Chair of Governors (in the case of a head teacher) :

- a) State their response to the pay appeal, present their evidence;
- b) Answer any questions from the employee and/or their trade union representative or work colleague;
- c) Answer questions from the Pay Appeal Panel;
- d) Call any witnesses in support of their case. The witness (es) may be asked any questions by the trade union representative or work colleague and the members of the panel.

4. At the conclusion of the presentation of each case and where the panel hearing the case are satisfied they have sufficient information about the issues they will invite:

- c) The employee and/or their trade union representative/work colleague to summarise the key points of their case;
- d) The head teacher (or other senior leader) to summarise the key points of their case;
- c) Explain how and when the decision will be communicated to the employee.

5. The hearing will then be adjourned to enable the panel to:

- a) Consider the issues in private;
- b) Take any necessary advice;
- c) Deliberate and make a decision whether or not to uphold the pay appeal;
- d) Consider an appropriate remedy or follow up actions as appropriate.

6. All parties reconvene.

The Chair of the Pay Appeal Panel will normally announce the decision at the end of the hearing however in exceptional cases this may be delayed if further time is needed by the panel to consider the evidence.

7. The decision will be confirmed in writing within 3 working days of the conclusion of the hearing.

¹ Where the employee or trade union representative/ work colleague calls a witness in support of his/her case, the following procedure applies:

- The witness will be asked questions by the employee / trade union representative or work colleague.
- The witness may then be asked questions by the head teacher (or other senior leader).
- The witnesses may then be asked further questions by the employee, trade union representative or work colleague.
- Members of the Pay Appeal Hearing may ask questions of the employee and her/his trade union representative or work colleague and witnesses on the evidence submitted.

¹ Where the head teacher (or other senior leader) calls a witness to support the management case, the following procedure applies:

- The witness will be asked questions by the head teacher (or other senior leader).
- The witness may be asked questions by the employee or his/her trade union representative or work colleague.
- The witnesses may then be asked further questions by the head teacher (or other senior leader).
- Members of the Pay Appeal may ask questions of the head teacher/presenting officer and witnesses on the evidence submitted.

Note: After completion of the above stages any witnesses will be:

- a) *Instructed not to discuss the case in any way until after the hearing / appeal has been determined*
- b) *Asked to retire. Unless otherwise determined by the parties to the hearing, the witnesses may be subject to recall*

Pay appeal decisions are final and binding on both parties and may not be reopened under the school grievance procedures.

Letter 10e – Invitation to Pay Hearing / Appeal Hearing

PRIVATE AND CONFIDENTIAL

Name

Address

Dear **

(Name of) School - Pay Policy

Stage Two / Stage Three *(delete as appropriate)*: Pay Hearing / Appeal Hearing

(Either – For Stage Two)

Further to my meeting with you as part of the Stage One Pay Appeals Procedure to consider your pay I am writing to acknowledge receipt of your written pay appeal and your request for the matter to be considered by as part of Stage 2 of the Pay Appeals procedure.

In accordance with the school's pay policy I wish to inform you that I have arranged a formal Stage Two meeting to consider your pay appeal. A copy of the school pay policy is available in school in (location). If you require a copy please let me know. The meeting will be with myself (Head teacher / other Senior Leader / Chair of Pay Committee or Chair of Governors (in the case of the head teacher) and will be at * on * and * (Time). *(Add / delete as appropriate)* ** will also be present to give evidence about the outcome of the appraisal process.

(Or – For Stage Three)

Further to your meeting with myself Head teacher / other Senior Leader / Chair of Pay Committee or Chair of Governors (in the case of the head teacher) as part of the Stage Two Pay Appeals Procedure to consider your pay I am writing to acknowledge receipt of your written appeal and your request for the matter to be considered by a Pay Appeals Panel of the governing body as part of Stage Three of the Pay Appeals Procedure.

In accordance with the school's pay policy I wish to inform you that I have arranged a Stage Three Appeal Hearing to consider your pay appeal. A copy of the school pay policy is available in school in (location). If you require a copy please let me know. The meeting will be with myself and a Panel of the Governing Body and will be at * on *. *(Add / delete as appropriate)* ** will also be present to give evidence about the outcome of the appraisal process.

(For both)

You are entitled to receive copies of relevant information/documents which will be considered at the meeting. *(List and send all of the information relevant to the initial decision made including any information supplied by the employee so far).*

I attach for your information copies of relevant information *(examples below: information to be listed)*:

- Copy of the written appeal from the employee setting out the grounds of the appeal and the remedy sought.

- Statement written by the head teacher (or other senior leader) providing the background to the case and reason for the recommendation for non-pay progression.
- Evidence provided by the school to support this recommendation including copy of the appraisal statement(s) (Appendix 5 of the Appraisal Toolkit) setting out the basis of the pay recommendation made by the appraiser (*and in the case of Stage 3 Appeal to governors*) the decision of the head teacher.
- Review meeting discussions and outcomes including, where appropriate, any other documentation to evidence the initial decision made e.g. concerns identified and details of any additional support provided during the appraisal period
- Other relevant evidence provided by the employee (to follow if not already received)
- Details of outcome from previous meeting, including any written confirmation etc.

Specifically, the meeting will consider the grounds of your pay appeal which are:
(*amend as appropriate*)

- a
- b
- c
- d

If there is any additional documentation you would like the myself / panel to consider at the meeting, please let me have this by (for Stage 2 Meeting – prior to the hearing and for Stage 3 + 5 days before the meeting date) so that I can circulate copies prior to the meeting. You may, if you wish, call witnesses to support your case and, if this is your intention, please let me know by the above date so that I can make arrangements to accommodate them

I would like to take this opportunity to inform you that you have the right to be represented at this meeting by your trade union representative or work colleague. Please confirm by (*date*) that you and your representative will be attending.

Yours sincerely

Head Teacher

Copy to: (Name) HR Case Officer
(Name) Trade Union Representative / Colleague
(Names) Members of the Governors panel (Stage 3 only)

Letter 10f – Outcome of Pay Hearing / Appeal Hearing

FIRST CLASS

PRIVATE AND CONFIDENTIAL

Name

Address

Dear

(Name of) School - Pay Policy

Outcome of Stage Two / Stage Three (delete as appropriate): Hearing / Appeal

I refer to the Stage Two hearing / Stage three Appeal hearing with myself (or other senior leader) / the Pay Appeals Panel of the Governing Body held on *(date) in the presence of the Head Teacher of the School, *(HR Officer), and your trade union representative/work colleague, (name, trade union)/or Despite being advised of your right to representation, you chose not to exercise it. The meeting was arranged within the framework of the school's pay appeals procedure. At the hearing, I / the governors (delete as appropriate) considered your appeal against the recommendation to support your pay progression with effect from (1st September 20XX). (Details here may need to be amended as necessary in line with the wording of the appeal and remedy sought by the employee)

I / The governors' Panel (delete as appropriate) carefully considered the evidence presented at the meeting by yourself and the head teacher (or other senior leader). The decision taken was that based on the evidence considered your appeal was/ was not upheld and therefore your pay will / will not progress to the next point on the pay range. (The letter will need to include any additional information relevant to the pay appeal decision). Pay appeal decisions are binding on both parties and may not be reopened under any other school procedures, including the grievances procedure.

Stage Two only - You have the right to appeal against this decision and an appeal date has been set for (+ 10 days). Please let me know by *(date) whether you intend to appeal. The purpose of the appeal will be to consider the grounds of your appeal and the remedy sought as detailed in your earlier correspondence. The papers for the appeal hearing will be those circulated with my letter of *(date) together with the additional information tabled by yourself. Any additional information you may wish to submit at this stage must be received by me no later than +3 days time *(time) on *(date) so that it may be circulated to the appeals panel.

You have the right to call witnesses to support your case and you may be represented at the appeal by your trade union or work colleague. If you intend to call witnesses, please let me know who they are by (date) so that I can make arrangements to accommodate them. Please confirm by (*date) whether you intend to appeal and if you are whether you will be attending on the date and time arranged. If at any point you or your trade union wish to speak to me personally about your situation or the procedures then please do not hesitate to contact me.

Yours sincerely

Head Teacher

cc

(Name) HR Case Officer

(Name) Trade Union Representative / Colleague

(Name) Members of the Governors Panel

Appendix 11 – Appraisal Pay Planner

This appendix may be used to plan the appraisal and pay cycle

Term	Activity	Who	Dates
SUMMER TERM			
SUMMER TERM	Ensure final arrangements are in place to complete current appraisal cycle		
	Consider any revisions required to school Appraisal and Pay policy		
AUTUMN TERM			
AUTUMN TERM – Review of current year appraisal period	Teachers receive final appraisal report at end of appraisal cycle		
	Appraisal report provides overall assessment of progress towards meeting: <ul style="list-style-type: none"> - appraisal objectives - relevant standards - PRP criteria 		
	Appraisal Report contains recommendation on pay progression and shared with teacher		
	Head Teacher or SMT moderate initial pay progression recommendations		
	Pay appeals arranged if required		
	Head Teacher prepares report for Pay Committee ratification and arranges meeting		
	Head Teacher presents report to Pay Committee so as to account to them overall for the effective operation of links between pay and performance for all teachers		
	Governing Body considers report/evidence relating to individual teachers pay progression recommendation in order to ratify pay decisions		
AUTUMN TERM – Prepare for start of new year appraisal period	Review and update appraisal and pay policies in the light of recommendations from the Local Authority		
	Review and update school appraisal practice in the light of experience		
	Consult with all staff on proposed changes to the appraisal process for the new year		
	Consult with all staff on implementation of revised appraisal and pay policies		
	Governing body to agree and adopt revised policies		
	Governing body to determine budget provision for pay progression for new appraisal period		
	School leadership to ensure that all employees understand revised policies and how the new arrangements will operate		
AUTUMN TERM – Implement start of new	Set appraisal objectives for next appraisal period in line with school appraisal and pay policies		
	Timetable of termly reviews continue as set out		

year appraisal period	in the appraisal statement		
	Any concerns about progress towards meeting appraisal objectives to be shared with appraisee in a meeting at earliest opportunity		
	Where required additional support put in place in line with school Appraisal policy		
	Update Appraisal Statement		
SPRING TERM			
SPRING TERM	Timetable of termly reviews continue as set out in the appraisal statement		
	Any concerns about progress towards meeting appraisal objectives to be shared with appraisee in a meeting at earliest opportunity		
	Where required additional support put in place in line with school Appraisal policy		
	Update Appraisal Statement		
SUMMER TERM			
SUMMER TERM	Timetable of termly reviews continue as set out in the appraisal statement		
	Any concerns about progress towards meeting appraisal objectives to be shared with appraisee in a meeting at earliest opportunity		
	Where required additional support put in place in line with school Appraisal policy		
	Update Appraisal Statement		

Appendix 12 – Job Description Leading Practitioner

Job Purpose

The primary role of the post of leading practitioner is to model and lead improvement of teaching skills throughout the school. The governing body will determine the level of outreach working the post holder will be expected to undertake as required to support other schools.

Applicability

The governing body should be satisfied that the teacher can demonstrate excellence in teaching skills and a sustained track record of successful teaching on the upper pay range.

Salary

The pay range for the post of leading practitioner is set out in the school pay policy and on the leadership range (LPR) between points L1 – L18. The governing body will determine an individual 5 point range within the overall banding for each post taking into account the job weight, pay differentials for other leadership posts and other leading practitioner posts in the school.

Duties and responsibilities

The specific duties and responsibilities will be determined by the head teacher and the governing body. The post holder is responsible for and will act as:

- a) An exemplar of teaching skills
- b) Lead in the improvement of teaching skills throughout the school
- c) A member of the teaching team who will carry out their professional responsibilities paid on the leadership range, including any additional duties delegated by the head teacher commensurate with the level of pay.

The leading practitioner will take a leadership role in developing, implementing and evaluating policies and practice within the school (and where appropriate in outreach schools) which contribute to and have the effect of raising achievement and school improvement. The following duties and responsibilities, which also apply to outreach schools will include (to be made school specific):

- a) Coaching, mentoring and induction of teachers, including trainees and NQT's;
- b) Disseminating materials and advising on practice, research and continuing professional development provision;
- c) Assessment and impact evaluation, including through demonstration lessons and classroom observation;

- d) Provide targeted support (and deliver support plans) to teachers identified within the appraisal process who are experiencing difficulties.

Additional notes:

In determining the full range of duties and responsibilities, the governing body should take the following factors into account:

- a) Does the school require a leading practitioner post and if so what impact is expected on the quality of teaching and pupil outcomes
- b) How can the governing body be certain that the post represents good value for money and is there clarity about how the post fits into the current structure and will the post work across phase/departments
- c) What specific responsibilities are required and how much time will be spent on outreach. What will other schools be charged.
- d) The teachers own timetable commitment within school.