



Department
for Education

Exemplar academy pay policy 1

February 2014

Introduction

This is an exemplar academy pay policy, based upon a real policy in use by an academy. It illustrates how academy freedoms can be used and can inform your academy's pay policy.

This policy was formulated for a large (600+ capacity) primary academy in an urban setting. It gained academy status on 1 September 2013.

In its most recent full Ofsted inspection the school was rated as Good overall, and Outstanding in Leadership and Management.

[Insert school name] pay policy

1. Statement of intent

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

1.2. The governing body of [Insert school name] will act with integrity, confidentiality, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to persons with a legitimate interest. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

2. Equalities legislation

2.1. The governing body will comply with relevant equalities legislation, including:

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

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

2.3. The governing body will comply with its 'obligations' (see section 7 below), and will monitor the impact of this policy.

3. Equalities and performance related pay

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

4. Job descriptions

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

5. Access to records

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

6. Appraisal & relationship with pay policy

6.1. The governing body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Assessment will be based on evidence from a range of sources (see the school's appraisal policy) as measured against the Teachers' Standards, published by the Secretary of State for Education.

6.2. Although the school will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Teachers should also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (e.g. to support an application to be paid on the upper pay range under the School Teachers' Pay and Conditions Document) so that such evidence can be taken into account at the review.

6.3. The executive headteacher will moderate the appraisal process and objectives to ensure consistency and fairness.

6.4. Where teachers are eligible for pay progression, the executive headteacher will make an annual recommendation to the salary committee (see below), having regard to the

results of the most recent appraisal and the relevant performance standards, attached as appendix 2 to this policy.

6.5. This school recognises that individual appraisal objectives are a useful mechanism for helping to develop and stretch its staff, and encourages the use of challenging objectives. Pay progression decisions will be based on teachers' performance of their role and responsibilities. This will be assessed against the relevant standards. Appraisal objectives will be set to enable teachers to meet the relevant standards.

7. The governing body's obligations

7.1. The governing body will fulfil its obligations to:

- Teachers: as set out in the School Teachers' Pay and Conditions Document ("the STPC Document") (being the annual version relevant to the decision(s) to be made) and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').
- Support staff: as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (commonly known as the Green Book) or any LA pay/grading system.

7.2. The governing body, when considering any amendment to this pay policy, will through the salary committee assure itself that appropriate arrangements for linking performance to pay are in place, can be applied consistently and that pay decisions made can be objectively justified. 3

7.3. The governing body will through the salary committee ensure that it makes funds available to support pay decisions, in accordance with this pay policy (see 'Procedures' in section 12 below) and the school's spending plan.

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

8. Executive headteacher's obligations

The executive headteacher will:

- Develop clear arrangements for linking overall performance to pay progression and consult, as appropriate, with staff and school union representatives on the appraisal and pay policies;
- Submit any draft revised appraisal and/or pay policy to the governing body for approval;

- Ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- Submit pay recommendations to the governing body and/or to its salary committee and ensure the appropriate body has sufficient information upon which to make pay decisions;
- Ensure that teachers are informed about decisions reached; and that appropriate records are kept of recommendations and decisions made.

9. Differentials

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

10. Discretionary pay awards

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

11. Safeguarding

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

12. Procedures

12.1. The governing body will determine the annual pay budget on the recommendation of the salary committee, taking into account that continued good performance as defined by this and the school's appraisal policy should give teachers an expectation of progression to the top of their respective pay range. When determining the annual pay budget the governing body will ensure sufficient allocation to allow for the best teachers to make rapid progress up the relevant pay range.

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

12.3. No member of the governing body who is employed to work in the school shall be eligible for membership of the salary committee.

12.4. The salary committee will be attended by the executive headteacher in an advisory capacity. Where the salary committee has invited an external adviser to attend and offer advice on the determination of any pay decision, that person will withdraw at the same time as the executive headteacher while the committee reaches its decision.

12.5. The terms of reference for the salary committee will be determined from time to time by the governing body and are set out as appendix 3 to this policy.

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

13. Annual determination of pay

All teaching staff salaries, including those of the executive headteacher and assistant headteachers, will be reviewed annually to take effect from 1 September. The salary committee will endeavour to complete teachers' annual pay reviews by 31 October and the executive headteacher's annual pay review by 31st December. It will, however, complete the process without undue delay.

14. Notification of pay determination

14.1. Decisions of the salary committee will, within one month of the decision, be communicated to each member of staff by the executive headteacher in writing in accordance with the relevant paragraph of the STPC Document and will set out the reasons why decisions have been taken. Decisions on the pay of the executive headteacher will be communicated by the salary committee, in writing, in accordance with the relevant paragraph of the STPC Document.

14.2. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or, immediately after an appeal has been concluded.

15. Appeals procedure

The governing body has an appeals procedure in relation to pay in accordance with the provisions of the relevant paragraph of the STPC Document. It is set out in appendix 1 to this pay policy.

16. Executive headteacher's pay

The process for paying the executive headteacher is currently under review in light of the school's imminent conversion to an academy.

17. Assistant headteachers

17.1. Pay on appointment

The process for paying newly appointed assistant headteachers is currently under review in light of the school's imminent conversion to an academy.

17.2. Serving assistant headteachers

17.2.1 The salary committee will review pay in accordance with the relevant paragraphs of the STPC Document and award up to two points where there has been sustained high quality of performance having regard to the results of the recent appraisal, and to any recommendation on pay progression recorded in the assistant headteacher's most recent appraisal report.

17.2.3 The salary committee will review and, if necessary, re-determine the assistant headteacher pay range where there has been a significant change in the responsibilities of the serving assistant head teachers.

17.2.3 The salary committee may determine the assistant headteacher pay range at any time in accordance with the provisions of the STPC Document.

18. Acting allowances

18.1 Acting allowances are payable to teachers who are assigned and carry out the duties of headteacher or assistant headteacher. The salary committee will, within a four week period of the commencement of a teacher assuming acting duties, determine whether or not the acting post-holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence. 18.2. Any teacher who carries out the duties of headteacher or assistant headteacher, for a period of four weeks or more consecutively, will be paid at an appropriate point of the headteacher's ISR or assistant headteacher range, as determined by the salary committee. Payment will be backdated to the commencement of the duties.

19. Classroom teachers

19.1. Pay on appointment

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

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

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

19.2. Pay determinations for existing main scale teachers, effective from 1 September 2013

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

19.2.2. Where the teacher is subject to the Appraisal Regulations 2012, the salary committee may award one additional point where the teacher's performance in the previous school year was excellent, having regard to the results of the most recent appraisal.

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

19.3. Pay determinations for existing main pay range teachers, effective from 1 September 2014

19.3.1. At this school, the main pay range* for qualified teachers will be as follows:

- Band 1 (Teacher) Point 1 £27,270
- Point 2 £28,693
- Point 3 £30,188
- Band 2 (Accomplished Teacher) Point 4 £31,761
- Point 5 £34,204
- Point 6 £36,751

*The above annual pay ranges are based on 2013 values and may vary from year to year]

Pay determinations will be made once a year, with effect from 1st September.

19.3.2. Progression within, or between, Pay Bands will not be automatic and will be dependent on the teacher having made good progress as against the Teachers' Standards. Equally, progression up the main pay range need not be limited to one point per year, and an assessment will be made regarding the appropriate pay point for each individual in accordance with the expected performance standards (see paragraph 19.3.3 below).

19.3.3. Specific details regarding the performance standards required to move within or between the Pay Bands are attached as appendix 2 to this policy. It should be noted that the performance standards required will become more challenging as the teacher progresses within or between Bands within the main pay range.

19.3.4. Judgements regarding a teacher's progress will be properly rooted in evidence. This evidence should show:

- an increasing positive impact on pupil attainment and pupil progress, i.e. achievement;
- an increasing impact on wider outcomes for pupils;
- improvements in specific elements of practice identified to the teacher, e.g. behaviour management or lesson planning;
- an increasing impact on the effectiveness of staff and colleagues, particularly on the quality of teaching;
- an increasing contribution to the wider work of the school.

19.3.5. The salary committee will be advised by the executive headteacher in making all such decisions. Any increase (i.e. a movement of one point or more than one point) will be clearly attributable to the performance of the teacher in question. The salary committee will be able to justify its decisions.

20. Round 13 applications for threshold

If a qualified teacher reached M6 on 1 September 2012 and applies before the 31 October 2013, under Round 13, their applications will be assessed using the STPC Document (2012 version, paragraph 20), i.e. against the Teachers' Standards and the post-threshold standards, having regard to the most recent appraisal reviews.

21. Round 14 applications to be paid on the upper pay range

21.1. From 1 September 2013, any qualified teacher can apply under Round 14 to be paid on the upper pay range.

21.2. If a teacher is simultaneously employed at another school, they may submit a separate application if they wish to apply to be paid on the upper pay range in that school. This school will not be bound by any pay decision made by another school.

21.3. All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, in this school, including any recommendations for movement onto the upper pay range. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

21.4. In order for the assessment to be robust and transparent, it will be an evidence-based process only. Teachers therefore should ensure that they build a mainly paper evidence base to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application in support of their application.

21.5. Process

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

- Complete the appropriate threshold application form, available from www.education.gov.uk;
- Submit the application form and supporting evidence to the executive headteacher by 31st October.
- The executive headteacher will be the assessor for all threshold applications;
- The assessor will assess the application, which will include a recommendation to the salary committee;
- The salary committee will make the final decision, advised by the executive headteacher;
- Teachers will receive written notification of the outcome of their application within 20 working days following the decision by the salary committee. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below).

- If requested, oral feedback which will be provided by the assessor. Oral feedback will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the upper pay range on 1 September of the following year.
- Unsuccessful applicants can appeal the decision. The appeals process is set out in appendix 1 to this pay policy.

21.6. Assessment

21.6.1. The teacher will be required to meet the criteria set out in paragraph 17 of the STPC Document, namely that:

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

21.6.2. In this school:

“highly competent” means the teacher’s performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers’ Standards in the particular role they are fulfilling and the context in which they are working;

“substantial” means the teacher’s achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a significant wider contribution to school improvement, which impacts on pupil attainment and pupil progress, i.e. achievement, and the effectiveness of staff and colleagues; and

“sustained” means the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (subject to certain exceptions, e.g. maternity/sick leave; see paragraphs 21.3 and 21.4 above). They will be expected to show that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

22. Upper pay range

22.1. Pay determinations effective from 1 September 2013

22.1.1. In accordance with the STPC Document (2012 version, paragraphs 19.5 and 19.6) the salary committee will determine that one point be awarded to a teacher on the upper

pay spine whose achievements and contribution to the school, throughout the relevant period have been substantial and sustained.

22.1.2. In reaching its decision, the salary committee shall have regard to the results of the teacher's two most recent appraisal reports, including any pay recommendation, when exercising its discretion (in accordance with the provisions of the STPC Document (2012 version, paragraph 19.5.1).

22.2. Pay determinations effective from 1 September 2014

22.2.1. At this school, the upper pay range* will be as follows:

- Band 3 (Expert Teacher) Point 7 £41,912
- Point 8 £43,972
- Point 9 £45,450

*The above annual pay range is based on 2013 values and may vary from year to year

22.2.2. Qualified teachers may apply to be paid on the upper pay range once a year, the deadline for such applications being 31st October. An application from a qualified teacher will be successful where evidence shows that the teacher:

- has had a successful appraisal;
- is highly competent in all elements of the Teachers' Standards and that his/her achievements and contribution to the school are substantial and sustained; and
- has met the performance standards required to move into Band 3 as set out in the attached appendix 2.

22.2.3. Where a qualified teacher makes a successful application to move into Band 3, the salary committee will determine the appropriate pay point within the Band at which the teacher will be paid, having made an assessment of the teacher's performance taking into account:

- their most recent appraisal; and
- the expected performance standards as set out in appendix 2 to this policy.

22.2.4. Further progression within Band 3 will be considered by the school on an annual basis, effective from 1st September, but progression will not be automatic and will be dependent on the teacher having made good progress as against the Teachers' Standards and having met the performance standards required to move within the Pay Band, as set out in appendix 2 to this policy.

22.2.5. Equally progression within Band 3 need not be limited to one point per year, and an assessment will be made regarding the appropriate pay point for each individual in accordance with the expected performance standards (but see paragraph 22.2.6 below). All judgements regarding a teacher's progress will be properly rooted in evidence.

22.2.6. It should be noted that the performance standards required will become more challenging as the teacher progresses within Band 3.

22.2.7. In making its decisions the salary committee will be advised by the executive headteacher. Any increase (i.e. a movement of one point or more than one point) will be clearly attributable to the performance of the teacher in question. The salary committee will be able to justify its decisions.

23. Leading practitioner roles

23.1. The salary committee will take account of the relevant provisions of the 2013 STPC Document when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the use of teaching schools within school improvement which impacts significantly on pupil attainment and pupil progress, i.e. achievement;
- improving the effectiveness of staff and colleagues, particularly in relation to the quality of teaching.

23.2. Pay on appointment 23.2.1. At this school, the pay range* for leading practitioners will be as follows:

- LP1 £44,986
- LP2 £54,831
- LP3 £64,677

*The above annual pay range is based on 2013 values and may vary from year to year.

23.2.2. The salary committee will determine the appropriate point on which to appoint a new leading practitioner, taking into account:

- the requirements of the post, including any specialist knowledge required for the post;
- the experience required to undertake the specific duties of the post;

- the wider school context.

23.3. Pay determinations with effect from 1 September 2014 23.3.1. Progression within the leading practitioners' pay range will be considered by the school on an annual basis, effective from 1st September, but progression will not be automatic and will be dependent on the evidence, including that supported by the most recent appraisal, which should show the leading practitioner:

- is an exemplar of teaching skills, which should impact significantly on pupil attainment and pupil progress, i.e. achievement, within school and within the wider school community, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, particularly in relation to the quality of teaching;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

23.3.2. "Highly competent" and "substantial" have the same meanings as are set out in paragraph 21.6.2 above.

23.3.3. Progression within the leading practitioners' pay range need not be limited to one point per year, and an assessment will be made regarding the appropriate pay point for each individual in accordance with the expected performance standards. It should be noted that the performance standards required will become more challenging as the leading practitioner progresses within the pay range.

23.3.4. In making its decisions the salary committee will be advised by the executive headteacher. Any increase (i.e. a movement of one point or more than one point) will be clearly attributable to the performance of the leading practitioner in question. All judgements will be properly rooted in evidence and the salary committee will be able to justify its decisions.

24. Unqualified teachers

24.1. Pay on appointment

24.1.1. At this school, the pay range* for unqualified teachers will be as follows:

- UQ1 £20,092pa
- UQ2 £21,949pa
- UQ3 £23,807pa

- UQ4 £25,665pa
- UQ5 £27,522pa
- UQ6 £29,379pa

*The above annual pay range is based on 2013 values and may vary from year to year

24.1.2. The salary committee will determine the appropriate point on which to appoint a new unqualified teacher, taking into account:

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

24.1.3. The salary committee will consider whether it wishes to pay an additional allowance where evidence shows that the teacher has:

- taken on a sustained additional responsibility which is focused on teaching and learning, and requires the exercise of a teachers' professional skills and judgment; or
- qualifications or experience which bring added value to the role being undertaken.

24.2. Pay determinations effective from 1 September 2013

24.2.1. The salary committee will follow the provisions of the STPC Document (2012 version, paragraph 35) and award a point on the unqualified teacher scale, unless the teacher has been notified that their service has been unsatisfactory for the previous academic year. The salary committee will normally exercise this discretion only in the context of a formal capability procedure. The salary committee will restore the withheld point at the conclusion of the capability procedure where satisfactory performance has been achieved.

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

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

24.3. Pay determinations effective from 1 September 2014

24.3.1. Progression within the unqualified teachers' pay range will be considered by the school on an annual basis, effective from 1st September, but progression will not be automatic and will be dependent on the evidence, including that supported by the most recent appraisal, which should show:

- an improvement in teaching skills;
- an increasing positive impact on pupil attainment and pupil progress, i.e. achievement;
- an increasing impact on wider outcomes for pupils;
- improvements in specific elements of practice identified to the teacher;
- an increasing impact on the effectiveness of staff and colleagues, particularly on the quality of teaching;
- an increasing contribution to the wider work of the school.

24.3.2. Progression within the unqualified teachers' pay range need not be limited to one point per year, and an assessment will be made regarding the appropriate pay point for each individual in accordance with the expected performance standards. It should be noted that the performance standards required will become more challenging as the unqualified teacher progresses within the pay range.

24.3.3. In making its decisions the salary committee will be advised by the executive headteacher. Any increase (i.e. a movement of one point or more than one point) will be clearly attributable to the performance of the unqualified teacher in question. All judgements will be properly rooted in evidence and the salary committee will be able to justify its decisions.

25. Teaching and learning responsibility (“tlr”) payments

25.1. The salary committee may award a TLR 1 or 2 to a classroom teacher for undertaking a sustained additional responsibility in the context of the school's staffing structure, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable.

25.2. At this school, the salary committee has determined the following TLR values*:

- TLR 2a £2,561pa
- TLR 2b £4,410pa
- TLR 2c £6,259pa
- TLR 1a £7,397pa

- TLR 1b £9,957pa
- TLR 1c £12,517pa

* The above TLR values are the 2013-2014 values and may therefore vary from year to year

25.3. Before awarding TLR values, the salary committee must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that such responsibility:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgment;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil attainment and pupil progress across the curriculum, or to lead, manage and develop a team of colleagues;
- has an impact on the education progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of other staff.

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

25.5. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the above criteria and factors.

25.6. The salary committee may award a TLR3 of between £505 to £2525 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The teacher will be notified in writing of the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3.

26. Special educational needs (sen) allowance

26.1. The salary committee will award a SEN spot value allowance on a range of between £2,022 and £3,994 pa to any classroom teacher:

- in any SEND post that requires a mandatory SEN qualification; and/or
- for teaching in the deaf support base.

26.2. The SEN spot values* within this school are as follows:

- Spot value 1 £2,022pa
- Spot value 2 £3,500pa
- Spot value 3 £3,994pa]

*The above spot values are the 2013-14 values and may vary from year to year

26.3. The spot value of the allowance to be paid on the following basis:

- the spot value 1 allowance for teaching in the deaf support base;
- the spot value 2 allowance for teaching in the deaf support base with the teacher of the deaf qualification; and
- the spot value 3 allowance for teaching in the deaf support base with the teacher of the deaf qualification plus further relevant qualification(s), such as a diploma in audiology and/or a level 3 signing qualification.

In addition the salary committee will consider any written recommendation made to it by the executive headteacher in respect of a teacher who makes a particular contribution to SEND in the school above that expected of other teachers.

27. Support staff

27.1. On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be evaluated in accordance with the approved scheme. Advice will be sought from persons engaged by the governing body.

27.2. The executive headteacher, in consultation with the salary committee will determine the appropriate point on the evaluated scale having regard to:

- relevant qualifications and/or experience;
- recruitment/retention needs of the school in respect of the post.

27.3. The decision of the executive headteacher will be reported to the salary committee.

27.4. If at any time the executive headteacher, in consultation with the salary committee, considers that a member of the support staff is being asked to undertake, or has undertaken, increased responsibility on a permanent or temporary basis, s/he shall refer the job description of the post, with the new responsibilities, to be evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date

determined by the executive headteacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid. The new salary level will be reported to the governing body in the executive headteacher's termly report at its next meeting.

27.5. At the time of making the annual assessment of the teachers' salaries the executive headteacher may also make any recommendation to the salary committee in respect of the salary of any member of the support staff. Where the executive headteacher considers it appropriate, s/he may recommend to the committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of his/her performance during the previous year. The honorarium may either be paid as a lump sum payment at the time of the first salary payment after the salary committee's decision, or as a 1/12 increase in monthly salary over the next year, as determined by the committee.

27.6. If any member of the support staff wishes to appeal against his/her salary level s/he may ask for a re-evaluation of the job description of the post to be undertaken. In the event that a member of the support staff wishes to appeal against a decision of the salary committee, then s/he may appeal in accordance with the appeals procedure attached as appendix 1 to this pay policy.

28. Part-time employees

28.1. Part-time teachers: The salary committee will apply the provisions of the STPC Document in relation to part-time teachers' pay and working time.

28.2. All staff: The executive headteacher and the salary committee will use their best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator, in accordance with the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (as amended).

29. Additional payments

29.1. The salary committee may make payments as they see fit to a teacher in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- participation in out-of-school hours learning activity, agreed between the teacher and the executive headteacher or, in the case of the executive headteacher, between the executive headteacher and the governing body;

- additional responsibilities and activities due to, or in respect of, the provision of services by the executive headteacher relating to the raising of educational standards to one or more additional schools or academies.

29.2. In reaching its decisions regarding additional payments the salary committee will be advised by the executive headteacher. 29.3. Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

30. Recruitment and retention incentive benefits

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

30.2. The salary committee will consider awarding recruitment and retention incentive benefits where it considers it is appropriate to do so in order to recruit or retain relevant staff. The salary committee will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

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

31. Salary sacrifice arrangements

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement and their gross salary shall be reduced accordingly, in accordance with the provisions of the STPC Document.

Appendix 1 to [Insert school name]'s pay policy

1. Appeals procedure

1.1 The School Teachers' Pay and Conditions Document ("the STPC Document") requires schools to have a pay policy in place that sets out the basis on which teachers' pay is determined and the procedures for handling appeals.

1.2. As part of the annual pay review process, where a teacher is eligible for pay progression, a pay recommendation will be made to the salary committee by the executive headteacher. Prior to making this recommendation, the executive headteacher will discuss it with the teacher.

1.3. At this particular stage of the pay review process, if the teacher wishes to understand better the rationale for the pay recommendation or to bring any further evidence to the attention of the executive headteacher, s/he should be given the opportunity to do so before the final pay recommendation is made to the salary committee. The nature of any subsequent pay discussion will be informal and therefore representation (on either side) is not necessary nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted or it may remain the same; the recommendation to the salary committee will be updated to reflect the discussion.

1.4. If a teacher believes that the final pay recommendation by the executive headteacher falls short of his/her expectations and s/he wishes to seek a further review of the information that affects his/her pay, s/he may wish formally to appeal against the decision, utilising the formal Appeal Hearing Procedure. Appeal Hearings against pay decisions must satisfy the dispute resolution requirements of employment law (i.e. Part 4 of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

2. Appeal hearing procedure

It is the intention that the appeals procedure will be dealt with promptly, thoroughly and impartially.

2.1. Guidance

- When a teacher feels that a pay decision is incorrect or unjust, s/he may appeal against that decision, especially when there is new evidence to consider.
- Teachers should put their appeal in writing to the executive headteacher, or, in the case of the executive headteacher the governing body; their appeal should include sufficient details of its basis.
- Appeals should be heard without unreasonable delay and at an agreed date, time and place.

- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a recognised trade union representative or willing work colleague.

2.2. Appeal Procedure: Informal Stage

2.2.1. As part of the pay review process, the executive headteacher will make a recommendation to the salary committee supported by relevant assessment evidence. Within one month of determining a teacher's pay, the salary committee will ensure the teacher receives a written decision, including reasons for the decision, and at the same time confirmation of his/her right to appeal the decision to the salary committee.

2.2.2. If the teacher wishes to appeal the decision, s/he must do so in writing to the salary committee within 10 school working days or within a mutually agreed alternative timescale. The appeal must include a statement, in sufficient detail, of the grounds of the appeal. In the event that an initial appeal is raised, the salary committee must then arrange to meet the teacher to discuss the appeal. The executive headteacher should also be invited to the meeting to clarify the basis for the original recommendation.

2.2.3. The salary committee will reconsider the decision in private and write to the teacher to notify him/her of the outcome of the review and of the teacher's right of appeal to the governing body. If the teacher wishes to exercise his/her right of appeal, s/he must write to the clerk to the governing body at the earliest opportunity and within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which s/he will rely.

2.2.4. This will invoke the Formal Stage of the Appeal Procedure.

2.3. Appeal Procedure: Formal Stage

2.3.1. On receipt of the written appeal, the clerk to the governing body will establish an appeal committee that should consist of three governors, none of whom is an employee in the school or has been previously involved in the relevant pay determination process, and convene a meeting of the appeal committee at the earliest opportunity and no later than 20 school working days from the date on which the written appeal was received. Both the executive headteacher and the chair of the salary committee will be required to attend the meeting.

2.3.2. The chair of the appeal committee will invite the teacher to set out his/her case. Both the executive headteacher and the chair of the salary committee will also be asked to take the appeal committee through the procedures that were observed in their part of the pay determination process.

2.3.3. Following the conclusion of representations by all relevant parties, the appeal committee will then consider all the evidence in private and reach a decision. The appeal committee will write to the teacher notifying him/her of its decision and the reasons for it.

Other attendees at the meeting will also be notified of the decision. The decision of the appeal committee is final.

2.4. The Modified Procedure

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

2.4.2. Where a teacher has, whilst employed at the school, lodged an appeal against a pay decision but has then subsequently left such employment before any appeal hearing is held, the following steps will be observed.

- The teacher must have set out details of his/her appeal in writing;
- The teacher must have sent a copy of his/her appeal to the Chair of the Governing Body;
- The Chair of the Governing Body will consult with relevant school personnel and provide the teacher with an appropriate written response on behalf of the school.

Appendix 2 to [Insert school name]'s pay policy

Performance standards descriptors as related to national teachers' standards (May 2012) professional area.

	Band 1: Teacher			Band 2: Accomplished teacher			Band 3: Expert teacher		
	PT1	PT2	PT3	PT4	PT5	PT6	PT7	PT8	PT9
Professional practice	Many but not all aspects of teaching over time are good.			All aspects of teaching over time are good.			All aspects of teaching over time are outstanding.		
Professional outcomes	Most pupils progress in line with school expectations.			Significant numbers of pupils progress in line with school expectations.			All pupils exceed school expectations.		
Professional relationships	Positive working relationships established with pupils, colleagues and parents/carers.			Positive working relationships result in productive sharing of professional practice with others & include a positive contribution to the wider life and ethos of the school.			Effective professional relationships which actively involve characteristics of leadership & management including modelling of best practice & developing that in others. A clear demonstration of a significant contribution to the wider life & ethos of the school.		



Department
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