



Teachers' Pay and Conditions Policy 2018

This policy applies to all of the schools within The Holy Spirit Catholic MAC

Based on the Warwickshire Pay Policy in a Catholic Context

It is recommended that a review of this Policy is undertaken in July 2019, to take account of any future changes to national teachers' pay and conditions.

Policy Ratified on: 29/11/2018

Full Board/Committee: Full Board

Signed Chair of Directors: 

Next Review: Autumn 2019



DEFINITIONS

In this Pay Policy and guidance, unless the context otherwise requires, the following expressions shall have the following meanings:

- i. 'Academy' means the academy named at the beginning of this Pay Policy and guidance and includes all sites upon which the academy undertaking is, from time to time, being carried out.
- ii. 'Academy Trust Company' means the company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Academy.
- iii. 'Board' means the board of Directors of the Academy Trust Company.
- iv. 'Chair' means the Chair of the Board or the Chair of the Local Governing Body of the Academy appointed from time to time, as appropriate.
- v. 'Clerk' means the Clerk to the Board or the Clerk to the Local Governing Body of the Academy appointed from time to time, as appropriate.
- vi. 'Diocesan Schools Commission' means the education service provided by the diocese, which may also be known, or referred to, as the Diocesan Education Service.
- vii. 'Directors' means directors appointed to the Board of the Academy Trust Company.
- viii. 'External Adviser' means a suitably skilled and/or experienced person who is appointed by the Governing Board to support the Governing Board to appraise the principal in accordance with this Appraisal Policy and Procedure. The External Adviser must be familiar with the particular needs of a Catholic voluntary academy e.g. the development of the Academy's ethos.
- ix. 'Governing Board' means the body carrying out the employment functions of the Academy Trust Company and such term may include the Board of Directors and/or a Local Governing Body of the Academy.
- x. 'Governors' means the governors appointed and elected to the Local Governing Body of the Academy, from time to time.
- xi. 'Local Governing Body' means the group of governors appointed and elected to carry out specified functions in relation to the Academy as delegated by the Academy Trust Company.
- xii. 'Standards' means the relevant standards incorporated into the Teacher's contract of employment which may be the Teachers Standards published by the DfE in 2012 or any subsequent revisions thereof.

- xiii. 'Teacher' means a teacher employed by the Academy Trust Company to work at the Academy and, where the context so admits, includes the principal.

- xiv. 'Vice-Chair' means the Vice-Chair of the Board or the Vice-Chair of the Local Governing Body of the Academy elected from time to time, as appropriate.

1. APPLICATION

- 1.1 This Pay Policy applies to you if you are an employee or worker at The Holy Spirit Catholic Multi Academy and are a teacher or principal (hereinafter referred to as an “employee” or “you”).

2. A CATHOLIC CONTEXT

- 2.1 Teaching, as a ‘work of love, requires a radical commitment and service from all teachers, whatever their faith and whatever point they have reached on their spiritual journey’: “The Church looks upon you as co-workers with an important measure of shared responsibility...To you it is given to create the future and give it direction by offering your students a set of values with which to assess their newly discovered knowledge...[The changing times] demand that educators be open to new cultural influences and interpret them for young pupils in the light of Christian faith. You are called to bring professional skills and competence and a high standard of excellence to your teaching...But your responsibilities make demands on you that go far beyond the need for professional skills and competence...Through you, as through a clear window on a sunny day, students must come to see and know the richness and joy of a life lived in accordance with Christ’s teaching, in response to his challenging demands. To teach means not only to impart what we know, but also to reveal who we are by living what we believe. It is this latter lesson which tends to last the longest”¹ . The Holy Spirit Catholic Multi Academy recognises the challenge for all teachers in carrying out their ‘work of love’ and is committed to nurturing them throughout their professional careers.

¹ Christ at the Centre – a summary of why the Church provides Catholic Schools – Bishops’ Conference and Catholic Education Service.

1 Introduction

1.1 The Board of Directors has adopted the policy set out in this document to provide a clear framework for the management of pay and grading issues for all staff employed in the school.

1.2 The Board of Directors is committed to taking decisions in accordance with the 'key principles of public life': objectivity, openness and accountability. It recognises the requirement for a fair and transparent policy to determine the pay and grading for all staff employed in the school, which takes account of the conditions of service under which staff are employed and relevant statutory requirements.

1.3 The Board of Directors recognises its responsibilities under relevant legislation including the Equality Act 2010, the Employment Relations Act 1999, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, and will ensure that all pay related decisions are taken equitably and fairly in compliance with statutory requirements.

1.4 This policy is based on a whole school approach to pay issues. Pay decisions will take account of the resources available to the school. The school staffing structure will support the school improvement plan. The Board of Directors will exercise its discretionary powers using fair, transparent and objective criteria in order to secure a consistent approach in school pay decisions.

1.5 The Board of Directors accepts that adjustments will need to 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 (with HR advice as necessary) and will depend on the individual teacher's circumstances and the school's circumstances.

1.6 The Board of Directors recognises the requirement that all pay progression decisions for all teaching staff must be determined by the schools' Appraisal Policy. The procedures set out in this policy seek to ensure that this is achieved in a fair equitable and transparent way. The Board of Directors also recognises the importance of annual appraisal of performance for support staff and how this may determine pay.

1.7 This policy has been agreed by The Board of Directors following consultation with staff and the recognised trade unions. The **MAC Pay Committee and LAC Pay Committee(s)** will have full authority to take decisions on behalf of the Board of Directors on pay matters as defined in this policy. A recommended terms of reference for this Committee is outlined in the Pay Policy Guidance Document.

1.8 The school staffing structure will be published as an appendix to this policy. **(Appendix A)**
Any subsequent changes to the staffing structure will be subject to consultation.

2 Policy Aim

In adopting this pay policy the aim is to:

- achieve excellent outcomes for all pupils
- The MAC supports the governments expectation is that good classroom teachers should expect to meet the maximum of the pay range within five year. (In accordance with ISAP – Implementing the Schools Approach to Pay September 2018.)
- support the recruitment and retention of a high quality teacher workforce
- complement the school's appraisal policy which is supportive and developmental and ensures teachers have the skills and support to do their job effectively
- enable the school to recognise and reward teachers appropriately for their contribution to the school
- help to ensure that decisions on pay are managed in a fair, just and transparent way
- ensure that there is no pay discrimination in decision making and that decisions are based on evidence and can be justified

See later 'Board of Directors obligations' in relation to monitoring the impact of this policy.

3 Job Descriptions

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

4 Access to Records

The principal will ensure reasonable access for individual members of staff to their own employment records that records are stored and maintained in line with General Data Protection Regulations (GDPR).

5 Appraisal

The Board of Directors will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Pay and appraisal policies should minimise the impact on workload for individual teachers, line managers and principals. Assessment will be based on a use of evidence as outlined in the school's appraisal policy. Although the school will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Teachers should also gather any evidence that they deem is appropriate in relation to meeting the performance criteria of their objectives, so that such evidence can be taken into account at the review.

The Board of Directors may delegate to the principal the role of moderating objectives to ensure consistency and fairness; the principal may be asked by the Board of Directors to moderate performance assessment and initial pay recommendations to ensure consistency and fairness.

6 Board of Directors Obligations

6.1 The Board of Directors will fulfil its obligations to:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (the Document also known as STPCD) and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').

6.2 The Board of Directors will consider advice offered by the Local Authority (LA) before making any decisions on pay discretion and will be sensitive to the impact of its decisions on our own and other schools. The Board of Directors will follow the advice/guidelines of the LA on any national and/or local pay and conditions agreements (e.g. single status). The reason for any departure from the advice offered by the LA will be identified objectively and clearly documented. The Board of Directors will ensure that all staff are made aware of the existence of this policy and have ready access to a copy of it.

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

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

6.5 The Board of Directors will monitor the outcomes and impact of this policy on an annual basis, including trends in progression across specific groups of teachers and to assess its effect and the school's continued compliance with equalities legislation. In order to assist with the development of the Pay Policy and associated best practices, the Board of Directors through the principal will ensure a transparent and informed monitoring process.

7 Senior Executive Principal Obligations

The senior executive principal will:

- Work with the board of directors, staff and union representatives on pay recommendations
- submit any updated appraisal and pay policies to the board of directors for approval;

8 Principal Obligations

The principal will:

- 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 Board of Directors and ensure the Board of Directors has sufficient information upon which to make pay decisions;

- ensure that teachers are informed about decisions reached; and that records are kept of recommendations and decisions made.

9 Teachers' Obligations

A teacher will:

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

10 Differentials

The statutory requirement for appropriate differentials to be created and maintained between posts within the school has now been removed from the STPCD since 2014. However Board of Directors and Local Academy Committees should still have a consideration of recognising accountability and job weight, so as to assist in attracting and recruiting good candidates and retaining and motivating sufficient employees of the required quality at all levels.

11 Advertising arrangements

Full information about vacant or promoted posts, both permanent and where practical temporary posts, will be made known to staff, in accordance with the School Appointments Procedures, in time for them to apply for posts for which their experience and qualifications are appropriate.

12 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.

13 Safeguarding (Pay Protection)

Where a pay determination leads or may lead to the start of a period of pay protection (known as safeguarding in STPCD), the Board of Directors will comply with the relevant provisions of the STPCD and will give the required notification as soon as possible and no later than one month after the determination.

14 Procedures

14.1 The Board of Directors will determine the annual pay budget on the recommendation of the pay committee.

14.2 The MAC Board has decided to delegate its pay powers to two pay committees as follows: The MAC Pay Committee will determine the salary of the Senior Executive Principal and the principal of each MAC academy. The Senior Executive Principal will advise on the pay of each academy principal. All other pay decisions will be delegated to the Pay Committee of the relevant Local Academy Committee which will be advised by the relevant principal.

14.3 No member of the Board of Directors who is employed to work in the school shall be eligible for membership of this committee.

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

14.5 The terms of reference for the pay committee will be determined from time to time by the Board of Directors. See the Pay Policy Guidance Document for a full model version of the Pay Committee Terms of Reference. As a minimum the recommended considerations within the terms of reference are:

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

The Holy Spirit MAC confirms that decisions on teachers' pay progression will be related to performance appraisals and will not be based on funding considerations

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

15 Annual determination of pay

15.1 All teaching staff salaries, including those of the senior executive principal, principal(s), vice principal(s) and assistant principal(s) will be reviewed annually to take effect from 1 September. The Board of Directors will endeavour to complete teachers' annual pay reviews by 31 October and the Principal's annual pay review by 31

December. They will, however, complete the process without undue delay. **See the Pay Policy Guidance Document for model pro formas to assist in recording pay decision outcomes.**

16 Notification of pay determination

Decisions will be communicated to each member of staff by the principal in writing in accordance with paragraph 3.4 of the STPCD and will set out the reasons why decisions have been taken. Decisions on the pay of the principal will be communicated by the pay committee, in writing, in accordance with paragraph 3.4 of the STPCD. 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.

17 Appeals procedure

The Board of Directors has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b) of the STPCD. Appeals against pay decisions should be made in writing and addressed to the Pay Committee of the Board of Directors. Upon receipt a panel of governors will convene a meeting to consider the appeal. Employees have the right to be represented by a recognised trade union or colleague. A written invitation and a minimum of ten working days' notice will be given. The decision of the panel will be confirmed in writing. There is no further right of appeal. **Further guidance on the appeals process is contained in the Pay Policy Guidance Document.**

18 Principal Pay

18.1 Pay on appointment

For new appointments the Board of Directors will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the principal in accordance with paragraph 9 of STPCD <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions> and the following link to the DfE guidance also covered in the Pay Policy Guidance document:

<https://www.gov.uk/government/publications/reviewing-and-revising-school-teachers-pay>

- the pay committee will determine the school's principal group and the principal's individual pay range in accordance with STPCD paragraphs, 6, and (mainstream school), or paragraphs 7, (special school);
- if the principal takes on permanent accountability for one or more additional schools, the pay committee will set a pay range in accordance with the provisions of STPCD paragraphs 7.9.
- whilst no longer a statutory requirement, in setting pay on appointment the pay committee will also take consideration of any other permanent payments made to staff within the school between posts of differing responsibility and accountability;
- the pay committee will exercise its discretion under STPCD paragraph 9.2 to 9.4 in determining the Principals pay range, in order to secure the appointment of its preferred candidate.

- the pay committee will consider exercising its discretion to award a discretionary payment under STPCD paragraph 10 where the Board of Directors consider the school would have difficulty recruiting to the vacant principal post;
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in STPCD paragraph 10.2. However, before agreeing to do so, it will seek the agreement of the Board of Directors which in turn will seek external independent advice before providing such agreement.

19 Serving Principals

19.1 The Board of Directors will determine the salary of a serving principal in accordance with paragraph 6 of the STPCD.

- the pay committee will review the principal's pay in accordance with paragraph 6.2(b) of the STPCD and award one or more performance points (no longer a limit of two) where there has been a sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the principal's most recent appraisal report.
- the pay committee may determine the principal's pay range, within the group range for the school, as at 1 September or at any time if they consider it is necessary under STPCD (paragraph 8 of section 3 guidance);
- if the principal takes on temporary accountability for one or more additional schools, the pay committee will consider awarding a discretionary payment under STPCD paragraphs 10.
- the pay committee will consider the use of discretionary payments, as per the provisions of STPCD paragraphs 10.1 to 10.4.
- The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in STPCD paragraph 10.4. However, before agreeing to do so, it will seek the agreement of the Board of Directors which in turn will seek external independent advice before providing such agreement.

20 Deputy/Assistant Principals

20.1 Pay on appointment

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

- the pay committee will determine a pay range in accordance with paragraph 9.2 to 9.4 of the STPCD, taking account of the role of the vice/assistant principal set out at paragraph 48.1 and 48.2 of the STPCD;
- the pay committee will record its reasons for the determination of the vice/assistant principal pay range.
- the pay committee will exercise its discretion under paragraph 27 of STPCD where there are recruitment issues.

20.2 Serving Vice/Assistant Principals

- the pay committee will review pay in accordance with STPCD paragraphs 11.1 to 11.2 and award one or more points (no longer a limit of two) 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 vice/assistant principal's most recent appraisal report;
- the pay committee will review and, if necessary, re-determine the vice/assistant principal pay range where there has been a significant change in the responsibilities of the serving vice/assistant principal (STPCD paragraph 9.2);
- the pay committee may determine the vice principal pay range at any time but should have regard to the effects on recruitment and retention where pay differentials are not maintained.

20.3 Acting Allowances

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

Any teacher who carries out the duties of principal, vice principal, or assistant principal, for a period of four weeks or more, will be paid at an appropriate point of the principal's, vice principal or assistant principal range, as determined by the pay committee. Payment will be backdated to the commencement of the duties.

21 Classroom Teachers

21.1 Pay on appointment

The Board of Directors will determine the starting salary of a vacant classroom teacher post on the main pay range or upper pay range, (see Pay Policy Guidance Document 3.1) having regard to:

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

The Board of Directors will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice, but in any event the Board of Directors will address the issue of pay portability in the appointment.

The Holy Spirit MAC will honour the principle of pay portability for all new appointments to MAC schools.

21.2 Pay determinations for existing main pay range teachers

The pay committee will use the reference points from the Main Scale Teacher pay range that is current at the point of the pay determination.

21.2.1 To move up the main pay range, one annual increment point at a time, teachers will need to have met their Appraisal objectives.

See Pay Policy guidance document for further information and definitions on pay progression.

Where performance has not satisfied the required standards resulting in a formal capability procedure or whilst a teacher is being supported under section 9 of the Appraisal Policy pay progression may be halted. However, the pay committee has the discretion to restore a withheld point at the conclusion of the procedures where satisfactory performance has been demonstrated'

If the evidence shows that a teacher has exceptional performance, the Board of Directors will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of two points.

21.2.2 Judgments will be properly rooted in evidence. As a teacher moves up the main pay range, there should be evidence of improvement, for example in:

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

21.2.3 Subject to moderation by the principal / Pay Committee, Classroom teachers will be awarded pay progression on the Main Pay Range following each successful performance management/appraisal review. Reviews will be deemed to be successful unless specific concerns about standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and these concerns have not been sufficiently addressed by the teacher through support provided by the school by the conclusion of that process.

21.2.4 In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. On successful completion of their induction year (i.e. no concerns about standards and performance raised in writing and assuming support sufficiently addressed by the school to the conclusion of that induction year), Newly Qualified Teachers will be entitled to receive pay progression.

21.2.5 Further information, including sources of evidence is contained in the school's appraisal policy and the Pay Policy Guidance Document.

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

21.2.7 An unsuccessful performance award (pay progression) will not necessarily mean a teacher is in formal capability proceedings; a teacher may just have not satisfied their overall objectives to a sufficient standard. Where a teacher is in formal capability proceedings, the Appraisal process ceases and an annual performance award cannot be awarded.

22 Applications to be paid on the Upper Pay Range

Any qualified teacher can apply to be paid on the Upper Pay Range and teachers on M6 will be notified of their eligibility to apply for the Upper Pay Range in their annual salary statement letter.. If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the Upper Pay Range in that school(s). This school will not be bound by any pay decision made by another school.

All applications must include the results of appraisals under the Appraisal Regulations 2012, including any recommendation on pay. Where such information is not applicable or available, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. . Teachers, therefore, should ensure they provide evidence 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, from this school and other schools, in support of their application.

22.1 Process:

The school may determine its own application process and teachers will be made aware of this. One application may be submitted annually. The closing date for applications is normally **30th November** 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 a letter of application, clearly demonstrating how you have met the required teaching standards;
- The appraiser will assess the application, which will include a recommendation to the pay committee of the relevant body;
- The application, evidence and recommendation will be passed to the principal for moderation purposes, if the principal is not the appraiser ;
- The pay committee will make the final decision, advised by the Principal;

- Teachers will receive written notification of the outcome of their application by **31st January 2018**. 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 appraiser. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the Upper Pay Range on 1 September of the following year.
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

22.2 Assessment:

The teacher will be required to meet the criteria set out in paragraph 15.2 of the STPCD, namely that:

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

In this school, this means:

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

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

“sustained”: the vast majority of teacher(s) will have had their most recent successful appraisal report in this school and have met their objectives during this period (see exceptions in the introduction to this section).

For any teacher subject to removal from the appraisal process, must show they have had two successful appraisals reports for their practice to be considered sustained.

They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

23 Upper Pay Range

23.1 Pay determinations

The pay committee will determine that one point be awarded to a teacher on the upper pay spine whose achievements and contribution to the school, throughout the relevant period have been substantial and sustained.

In making such a determination the pay committee will take into account:

- the criteria set out in paragraph 15.2 of the STPCD 2018;
- the evidence base, which should show in this school that the teacher has had two consecutive successful appraisal reviews and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in paragraph 15.2, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled, "Applications to be paid on the Upper Pay Range".

23.2.1 Pay progression on the Upper Pay Range will be clearly attributable to the overall performance of the individual teacher. The pay committee will be able to objectively justify its decisions.

23.2.2 Where it is clear that the evidence shows the teacher continues to maintain the criteria set out above, and has met their objectives, the teacher will move to the second point on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

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

23.2.3 Subject to moderation of the principal / Pay Committee, Classroom teachers will be awarded pay progression on the Upper Pay Range following two consecutive successful performance management/appraisal reviews. Reviews will be deemed to be successful unless specific concerns about standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and these concerns have not been sufficiently addressed by the teacher through support provided by the school by the conclusion of that process.

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

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

24 Leading Practitioner Posts –

Pay Policy Section 23 not applicable for academic year 2018-2019.

The Board of Directors will take account of paragraph 49.1 of the STPCD when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching schools within school [and within the wider school community] which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues, particularly in relation to specific areas such as *[to be confirm]*

24.1 Pay on appointment

The pay committee will determine a pay range of £TBC from minimum to maximum for each leading practitioner post in accordance with paragraph 16 of the STPCD.

24.2 Pay determinations with effect from 1 September 2018

The principal will agree appraisal objectives for the leading practitioner.

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

24.2.1 The pay committee will take account of other evidence. The evidence should show the leading practitioner:

- has met their objectives;
- is an exemplar of teaching skills, which should impact significantly on pupil progress, within school and within the wider school community, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent", "substantial" are defined in the section 15.2.

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

Where it is clear from the evidence that the teacher's performance is exceptional, the pay committee will award enhanced pay progression of [TBC].

24.2.3 Subject to moderation of the principal / Pay Committee, Leading Practitioner teachers will be awarded pay progression on their pay scales following each successful performance management/appraisal review. Reviews will be deemed to be successful unless specific concerns about standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and have not been sufficiently addressed by the teacher through support provided by the school by the conclusion of that process. The pay committee will be advised by the principal in making all such decisions.

25 Unqualified Teachers

25.1 Pay on appointment

The pay committee will pay any unqualified teacher in accordance with paragraph 17.1 of the STPCD. The pay committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The pay committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 22.1.

25.3 Pay determinations effective from 1 September 2018

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

If the evidence shows that a teacher has exceptional performance, the Board of Directors will award enhanced pay progression of a maximum of two points.

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

- an improvement in teaching skills
- an increasingly positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues

25.3.2 Subject to moderation of the Principal / Pay Committee, Unqualified classroom teachers will be awarded pay progression on their pay scale following each successful performance management/appraisal review. Reviews will be deemed to be successful unless specific concerns about standards of performance have been raised in writing with the teacher during the annual performance management/appraisal cycle and these concerns have not been sufficiently addressed by the teacher through support provided by the school by the conclusion of that process.

25.3.3 The pay committee will be advised by the principal in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to objectively justify its decisions. Where performance has not satisfied the required

standards as the result of a formal capability procedure or whilst a teacher is being supported under 8.4 of the Appraisal Policy, The pay committee has discretion to restore a withheld point at the conclusion of these procedures where satisfactory performance has been demonstrated.

26 Teaching and Learning Responsibility Payments

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

The pay committee may award a TLR3 of between £540 to £2,683 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in paragraph 20.3. The Board of Directors will set out in writing the criteria for the award, 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.

27 Special Needs Allowance

The pay committee will award an SEN spot value allowance on a range of between £2,149 and £4,242 (incorporating 2018 2% uplift) to any classroom teacher who meets the criteria as set out in paragraph 21 of the STPCD.

When deciding on the amount of the allowance to be paid, the Board of Directors will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post (paragraph 21.3 of the STPCD). The Board of Directors will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The Board of Directors will take account of paragraphs 54 to 58 of the section 3 guidance.

28 Part-Time Employees

Teachers: The Board of Directors will apply the provisions of the STPCD in relation to part-time teachers' pay and working time, in accordance with paragraphs 38 to 42 and 79-86 of the section 3 guidance.

All staff: The Principal and Board of Directors must ensure that all part-time employees are treated no less favourably than a full-time comparator.

29 Teachers Employed On A Short Notice Basis

Such teachers will be paid in accordance with paragraph Section 2, Part 6, paragraph 42 of the STPCD.

30 Additional Payments

In accordance with paragraph 26 of the STPCD, the relevant body may make payments as they see fit to a teacher, including a Principal in respect of:

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

The pay committee will make additional payments to teachers in accordance with the provisions of paragraph 26 of the STPCD where advised by the Principal.

Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

31 Recruitment and Retention Incentive Benefits

The Board of Directors can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 27.2 of the STPCD).

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

The Board of Directors will, nevertheless, conduct an annual formal review of all such awards.

In relation to a principal, any 'additional payments' under this section will form part of the 25% limit on the use of all discretions, unless the Board of Directors choose to use the 'wholly exceptional circumstances' discretion. The Board of Directors will not award a recruitment or retention payment under paragraph 27.2 if they have already made an award under paragraph 11.1 or have taken such reason (recruitment or retention) into account when determining the principals' individual pay range.

32 Salary Sacrifice Arrangements

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement and his gross salary shall be reduced accordingly, in accordance with the provisions of paragraph 28 of the STPC

Appendix 1

School Staffing Structure from.....

INSERT SCHOOL STAFFING STRUCTURE AND EFFECTIVE DATE