



**St Saviour's
& St Olave's
School**

An 11-18 Church of England Girls' School

HEADTEACHER: CATHERINE MAY BSC (HONS) MBA

New Kent Road, London SE1 4AN Tel: 020 7407 1843

email: office@ssso.southwark.sch.uk

Teachers Pay Policy 2019/2020

Adopted By:	Full Governing Body	Date:	05/11/2019
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Last reviewed on:		Date	25/10/2018
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Next review due by:		Date	01/11/2019
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Introduction

St Saviour's & St Olave's School is a church school and the Governing Body seeks to ensure that the Christian ethos permeates the whole life of the school. This policy is designed to support the ethos, enabling the recruitment, retention and development of all staff. This in turn will enable pupils to benefit from a high quality of education in an ordered Christian community. The Governing Body seeks to ensure that all staff, both teaching and support staff, are valued and receive appropriate recognition and reward for their contribution to the life of the school.

The effective running of the school depends on the commitment of every person who works in it. Every member of staff is an integral part of the school community and affects its life and ethos. The school's ethos is realised through daily action. It is in the day-to-day living that the value system of the school becomes apparent; the presence of Christ should be evident to all.

Aim of the policy

- to support the school's Mission Statement and Development Plan, thus maintaining and improving the quality of education provided;
- to demonstrate that the way in which the Governing Body manages its staff, in relation to pay and conditions, is fair, reasonable, open and transparent;
- to maintain a staffing structure which meets the needs of the school;
- to ensure that all staff receive appropriate reward for the services that they provide;
- to operate the pay policy and structure within the constraints of the budget.

Equal opportunities

The Governing Body will comply with relevant equalities legislation:

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

The Governing Body will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development. In addition, the Governing Body will endeavour to ensure that all staff have good facilities in which to work, appropriate and adequate non-contact time (teachers) and reasonable breaks.

In applying this policy 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.

Contracts and job descriptions

The Headteacher will ensure that each member of staff is provided with a job description identifying key areas of responsibility, in accordance with the staffing structure agreed by the Governing Body, and that each has a contract of employment.

Job descriptions will be reviewed annually, at the time of the annual pay review and the contents will be discussed with the member of staff concerned. Job descriptions may also 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 relativity within the school and differentials

The Governing Body will aim to maintain proper relativity between job salaries within the school. Appropriate differentials will be created and maintained between posts within the school, recognising accountability and job weight and the Governing Body's need to recruit, retain and motivate enough employees of the required quality at all levels.

Availability of information

- Information concerning vacant posts will be made available to all staff so that they are able to apply for any posts for which their training and experience are appropriate.
- Personal salary and employment records will be available to individual members of staff at any time, on application to the Headteacher. Records will be confidential.

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.

Safeguarding of salary

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

Governing Body obligations

The Governing Body will fulfil its obligations to:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (the Document) and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').
- **Support staff:** The National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) or any LA pay/grading system which has been formally adopted by the Governing Body.

The Governing Body is responsible for ensuring that a school pay, and conditions of service policy is in place and for ensuring that it is followed for all staff. The policy is administered by the Pay &

Personnel Committee, which has been given delegated powers by the Governing Body to take decisions on its behalf.

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

The policy is reviewed by the Pay & Personnel Committee on an annual basis or when other changes occur to the Document or the Green Book. The Committee will consult fully with staff and governors and, as appropriate, with the local authority, trade unions, professional associations and the diocesan board.

The Governing Body will ensure that it makes funds available to support pay decisions, in accordance with this pay policy and the school's spending plan.

The Governing Body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates, ensuring the school's continued compliance with equalities legislation.

All members of staff and governors will receive a copy of the pay and conditions of service policy.

Pay and Personnel Committee

The Governing Body has a Pay and Personnel Committee to carry out determinations of pay in accordance with the pay policy and carry out other responsibilities on behalf of the Governing Body.

The committee has fully delegated powers and is established in accordance with the appropriate school government regulations.

Any person employed to work at the school, other than the Headteacher, must withdraw from a meeting at which the pay or appraisal of any other employee of the school is under consideration. The Headteacher must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the Governing Body who is employed to work in the school shall be eligible for membership of this committee except for the Headteacher.

The Headteacher will be a member of the committee. Where the Pay & Personnel Committee has invited either a representative of the LA, Diocese or the external adviser to attend and offer advice on the determination of the Headteacher's pay, that person will withdraw at the same time as the Headteacher while the committee reaches its decision. Any member of the committee required to withdraw will do so.

Decisions of the Pay & Personnel Committee will be communicated to each member of staff by the Headteacher in writing.

Decisions on the pay of the Headteacher will be communicated by the Chair of the Governing Body, in writing.

The terms of reference for the Pay & Personnel Committee will be determined from time to time by the Governing Body. The current terms of reference in relation to pay and conditions of service are:

- to achieve the aims of the whole school, pay and conditions policy in a fair and equal manner;
- to apply the criteria set by the whole school pay and conditions policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations in respect of pay or conditions of service and the application of appropriate policies and processes;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full Governing Body;
- to recommend to the Governing Body the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;
- to keep abreast of relevant developments and to advise the Governing Body when the school's pay policy needs to be revised;
- to work with the Headteacher in ensuring that the Governing Body complies with the Appraisal Regulations 2012 (teachers);
- to approve the staffing complement and staffing structure for the school;
- except in the case of a Headteacher, to recruit and appoint staff as necessary, delegating all or part of the process to the Headteacher as they feel appropriate, ensuring that at all times their procedures satisfy statutory requirements;
- to appoint, in consultation with the Diocesan Authority, one of the three appraisers required to appraise the Headteacher;
- to determine any application for early retirement and the level of enhancement of pension payments and lump sum payment;
- to be the first committee to deal with potential redundancy situations and to be empowered to take decisions on behalf of the Governing Body arising from the outcome of trade union consultations, including the determination of selection criteria, receiving reports from the Headteacher of individual representations and, where necessary, determining dismissal action on the grounds of redundancy.

Appeals against pay decisions of the committee will be heard in accordance with the arrangements at Annex A.

The report of the Pay & Personnel Committee will be placed in the confidential section of the Governing Body's agenda and will either be received or referred. Reference back may occur only if the Pay & Personnel Committee has exceeded its powers under the policy, or the budget allocated for pay has been exceeded.

Headteacher

The day to day management of the policy is delegated to the Headteacher who will:

- develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- submit any updated appraisal and pay policies to the Pay & Personnel Committee for approval by the Governing Body;
- 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 Pay & Personnel Committee and ensure the committee/ Governing Body has enough 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.

The Governing Body requires that the Headteacher, in exercising the delegated responsibilities, has appropriate regard to the budget and the requirements of employment legislation, particularly equal opportunities and equal pay legislation.

Teachers

To enable the policy to be applied fairly and objectively, teachers will be expected to:

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

Annual salary review

All teaching staff salaries, including those of the Headteacher, Deputy Headteacher(s) and Assistant Headteacher(s) will be reviewed annually to take effect from 1 September. The Governing Body will endeavour to complete teachers' annual pay reviews by 31 October and the Headteacher's annual pay review by 31 December. They will, however, complete the process without undue delay.

Notification of pay decisions

Decisions will be communicated to each member of staff by the Headteacher in writing in accordance with paragraph 3.4 of the Document and will set out the reasons why decisions have been taken. Decisions on the pay of the Headteacher will be communicated by the Pay & Personnel Committee, in writing, in accordance with paragraph 3.4 of the Document. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

Appeals procedure

The Governing Body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b). It is set out as an appendix to this pay policy.

Performance appraisal

The Governing Body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers. Assessment will be based on evidence from a range of sources (see the school's appraisal policy). Although the school will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Teachers should also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (i.e. application to be paid on Upper Pay Range) so that such evidence can be considered at the review.

The Headteacher will moderate objectives to ensure consistency and fairness; the Headteacher will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness

A. Support staff

The Pay & Personnel Committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The Pay & Personnel Committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA, which the committee consider appropriate for the post. In reaching its determination, the committee will consider the advice of the LA, but will not consider itself bound by that advice. The appeals process is set out in the appendix to this policy.

B. Teaching staff

Headteacher

On appointment

The Governing Body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the Headteacher (Part 9) and in accordance with paragraphs 11 and 6.2(e) and paragraphs 11 to 26 of the section 3 guidance:

- the Pay & Personnel Committee will review the school's Headteacher group and the Headteacher's Individual School Range (ISR) in accordance with paragraphs 7, 8 and 10 (ordinary school), or paragraphs 7, 9 and 10 (special school);
- if the Headteacher takes on permanent accountability for one or more additional schools, the Pay & Personnel Committee will set an ISR in accordance with the provisions of paragraphs 11.2.4 and 6.2(e);
- the Pay & Personnel Committee will have regard to the provisions of paragraph 11.2.2 and will also take account of any other permanent payments made to staff within the school to ensure

that appropriate differentials are created and maintained between posts of differing responsibility and accountability;

- the Pay & Personnel Committee will exercise its discretion under paragraph 6.2(e) and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate;
- the Pay & Personnel Committee will consider exercising its discretion to award a discretionary payment under 11.5(b) where the Governing Body consider the school would have difficulty recruiting to the vacant Headteacher post;
- the Pay & Personnel Committee will consider the need to award any further discretionary payments to a Headteacher in line with paragraph 11.4.1 to 11.6.2;
- The Pay & Personnel Committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the Governing Body which in turn will seek external independent advice before providing such agreement.

Serving Headteachers

The Governing Body will determine the salary of a serving Headteacher in accordance with paragraph 6 of the Document.

- the Pay & Personnel Committee will review the Headteacher's pay in accordance with paragraph 6.2(b) of the Document and award up to two performance points where there has been a sustained high quality of performance, having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the Headteacher's most recent appraisal report;
- the Pay & Personnel Committee may determine the Headteacher's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (paragraph 12 of section 3 guidance);
- if the Pay & Personnel Committee decides to change the ISR, it will determine the Headteacher's ISR within the group range for the school, in accordance with paragraph 11; and paragraph 13 of the section 3 guidance;
- if the Headteacher takes on temporary accountability for one or more additional schools, the Pay & Personnel Committee will consider awarding a discretionary payment under paragraphs 11.4.2 and 11.5(d);
- the Pay & Personnel Committee will consider the use of discretionary payments, as per the provisions of paragraphs 11.4.1 to 11.6.2;
- The Pay & Personnel Committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the Governing Body which in turn will seek external independent advice before providing such agreement.

Deputy/Assistant Headteachers

On appointment

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

- the Pay & Personnel Committee will determine a pay range in accordance with paragraph 12 of the Document, taking account of the role of the Deputy/Assistant Headteacher set out at paragraph 55 of the Document;
- the Pay & Personnel Committee will record its reasons for the determination of the Deputy/Assistant Headteacher pay range, in accordance with paragraph 29 of the section 3 guidance;
- the Pay & Personnel Committee will exercise its discretion under paragraph 12.3 of the Document, and pay any of the bottom three points on Deputy Headteacher pay range, in order to secure the appointment of its preferred candidate;
- the Pay & Personnel Committee will exercise its discretion under paragraph 47 of Document where there are recruitment issues.

Serving Deputy/Assistant Headteachers

- the Pay & Personnel Committee will review pay in accordance with paragraphs 12.1 or 12.2 and award up to two points where there has been sustained high quality of performance having regard to the results of the recent appraisal, and to any recommendation on pay progression recorded in the Deputy/Assistant Headteacher's most recent appraisal report;
- the Pay & Personnel Committee will review and, if necessary, re-determine the Deputy/Assistant Headteacher pay range where there has been a significant change in the responsibilities of the serving Deputy/Assistant Headteacher (paragraph 29 of section 3 guidance);
- the Pay & Personnel Committee may determine the Deputy Headteacher pay range at any time in accordance with paragraph 29 of the section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials.

Acting allowances

Acting allowances are payable to teachers who are assigned and carry out the duties of Headteacher, Deputy Headteacher or Assistant Headteacher in accordance with paragraph 30 of the Document. The Pay & Personnel Committee will, within a four-week period of the commencement of acting duties, determine whether 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 Headteacher, Deputy Headteacher, or Assistant Headteacher, for a period of four weeks or more, will be paid at an appropriate point of the Headteacher's ISR, Deputy Headteacher range or Assistant Headteacher range, as determined by the Pay & Personnel Committee. Payment will be backdated to the commencement of the duties.

Classroom Teacher

On appointment

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

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

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

Pay progression for existing main pay range teachers

The Pay & Personnel Committee will use reference points. Therefore, the pay scale for main pay range teachers in this school is:

£ Inner London 2019-2020

Minimum (point 1)	£30,480
Reference point 2	£32,070
Reference point 3	£33,741
Reference point 4	£35,499
Reference point 5	£38,230
Maximum (point 6)	£41,483

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

The appraisal process will provide evidence to be considered in the pay progression decision making.

To move up the main pay range, one annual point at a time, teachers will need to have made good progress towards their objectives and have shown that they are competent in all elements of the Teachers' Standards. Teaching should be 'good', as defined by Ofsted.

If the evidence shows that a teacher has exceptional performance, the Governing Body will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of point 6. Teaching should be 'outstanding', as defined by Ofsted.

Judgments will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show:

- an increasing positive impact on pupil progress;
- an increasing impact on wider outcomes for pupils;
- improvements in specific elements of practice identified to the teacher, 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.

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

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

Unqualified teachers

On appointment

The Pay & Personnel Committee will pay any unqualified teacher in accordance with paragraph 19 of the Document. The 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 committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 28.

Pay progression

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

If the evidence shows that a teacher has exceptional performance, the Governing Body will award enhanced pay progression up to the maximum of the unqualified range (32,515).

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

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

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

The Pay & Personnel Committee will be advised by the Headteacher 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 & Personnel Committee will be able to objectively justify its decisions.

Leading Practitioner roles

The Governing Body will take account of paragraph 56 of the Document when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching 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 Teaching and Learning.

On appointment

The Pay & Personnel Committee will determine a pay range of £48,824-£62,968 (LP1 to LP13) from minimum to maximum for each leading practitioner post in accordance with paragraph 18 of the Document; and paragraphs 44 to 47 of the section 3 guidance.

Pay progression

The Headteacher will agree appraisal objectives for the leading practitioner.

The Pay & Personnel 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 21 of the Document.

The Pay & Personnel Committee will take account of other evidence. The evidence should show the leading practitioner:

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

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

The Pay & Personnel Committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The Pay & Personnel 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 & Personnel Committee will award enhanced pay progression up to point LP13.

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

The Pay & Personnel Committee will be advised by the Headteacher in making all such decisions.

Applications to be paid on the Upper Pay Range

Any qualified teacher can apply to be paid on the Upper Pay Range. If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This school will not be bound by any pay decision made by another school.

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

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

Process:

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

- complete the school’s application form, available from the Headteacher’s PA;
- submit the application form and supporting evidence to the Headteacher by the cut-off date of 31 October;
- you will receive notification of the name of the assessor of your application within 5 working days;
- the assessor will assess the application, which will include a recommendation to the Pay & Personnel Committee of the relevant body;

- The application, evidence and recommendation will be passed to the Headteacher for moderation purposes, if the Headteacher is not the assessor;
- The Pay & Personnel Committee will make the final decision, advised by the Headteacher;
- Teachers will receive written notification of the outcome of their application by 30 November. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);
- If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria;
- For applications received by the deadline, successful applicants will move to the minimum of the UPR backdated to 1 September of that academic year;
- Successful applications received at other times of the year will move to the minimum of UPR on 1 September of the following academic year;
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

Assessment:

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

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

In this school, this means:

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

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

"sustained": the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (see exceptions, e.g. maternity/sick leave, in the introduction to this section). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

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

Upper Pay Range

Pay progression

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

- paragraph 21 and the criteria set out in paragraph 17.2 of the Document 2013;
- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in paragraph 17.2, 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".

Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay & Personnel Committee will be able to objectively justify its decisions.

Requests to be considered for progression along the Upper Pay Range should be made in writing to the Headteacher by the cut-off date of 31 October. A meeting will be arranged to discuss the applicant's evidence with the Headteacher.

Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have made good progress towards their objectives, the Headteacher will recommend that the teacher will move to the mid-point on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the Pay & Personnel Committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of **UPR (£45,713-49,571)**. Teaching should be 'outstanding' as defined by Ofsted.

Teachers will receive written notification of the outcome of their application by 30 November. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);

If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria;

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

The Pay & Personnel Committee will be advised by the Headteacher in making all such decisions.

Teaching and learning responsibility payments

The Pay & Personnel Committee may award a TLR to a classroom teacher in accordance with paragraph 23 - 25 of the Document and paragraphs 31 to 37 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, considering the criterion and factors set out at paragraph 23-25.

The Pay & Personnel Committee may award a **TLR3 of between (£555 and £2,757)** for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in paragraph 25.1. The Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3.

Special needs allowance

The Pay & Personnel Committee will award a SEN spot value allowance on a range of between **(£2,209 and £4,359)** to any classroom teacher who meets the criteria as set out in paragraph 27 of the Document.

When deciding on the amount of the allowance to be paid, the Governing Body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post (paragraph 27.3 of the Document). The Governing Body 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 Governing Body will take account of paragraphs 38 to 43 of the section 3 guidance.

Part-time employees

Teachers: The Governing Body will apply the provisions of the Document in relation to part-time teachers' pay and working time, in accordance with paragraph 43 and 58, and paragraphs 57-66 and 83-91 of the section 3 guidance.

All staff: The Headteacher and Governing Body will use its best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator.

Teachers employed on a short notice basis

Such teachers will be paid in accordance with paragraph 44 of the Document.

Additional payments

In accordance with paragraph 46 of the Document and paragraphs 67-77 of the section 3 guidance, the Governing Body may make payments as they see fit to a teacher, including a Headteacher 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 Headteacher or, in the case of the Headteacher, between the Headteacher and the Governing Body;
- additional responsibilities and activities due to, or in respect of, the provisions of services by the Headteacher relating to the raising of educational standards to one or more additional schools.

The Pay & Personnel Committee will make additional payments to teachers in accordance with the provisions of paragraph 46 of the Document where advised by the Headteacher.

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

Recruitment and retention incentive benefits

The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 47 of the Document and paragraphs 78 -81 of the section 3 guidance).

The Pay & Personnel Committee will consider exercising its powers under paragraph 47 of the Document where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

The Governing Body will, nevertheless, conduct an annual formal review of all such awards.

In relation to the Headteacher, any 'additional payments' under this section will form part of the 25% limit on the use of all discretions, unless the Governing Body choose to use the 'wholly exceptional circumstances' discretion. The Governing Body will not award a recruitment or retention payment under paragraph 47 if they have already made an award under paragraph 11.5(c) or have taken such reason (recruitment or retention) into account when determining the ISR under an earlier Document (paragraph 11.4.1 of the Document).

Conclusion

The Governing Body of St Saviour's & St Olave's School adopted this policy on and supersedes all previous pay and conditions of service policies. It will be reviewed annually or sooner if substantial changes are required.

Signed:

Date:

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- Chair of Governing Body
 - Chair of Resources Committee
 - Chair of Pay and Personnel Committee

October 2019

Annexe A

APPEALS PROCEDURE

The School Teachers' Pay and Conditions Document ("the 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.

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

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

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

APPEAL HEARING PROCEDURE

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

Guidance

When a teacher feels that a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider;

Teachers / The Headteacher should put their appeal in writing to either the Headteacher or the Governing Body; their appeal should include enough details of its basis;

Appeals should be heard without unreasonable delay and at an agreed date, time and place;

Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or a trade union representative.

Appeal Procedure Steps: Informal Stage

As part of the pay determination process, the line manager (“the recommendation provider”) will make a recommendation to the “decision maker” (the person/s or committee responsible for approving the pay recommendation) supported by relevant assessment evidence.

On determining a teacher’s pay, “the decision maker” will write to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to “the decision maker”.

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

“The decision maker” will reconsider the decision in private and write to the teacher to notify them of the outcome of the review and of the teacher’s right of appeal to the Governing Body. If the teacher wishes to exercise their right of appeal, they must write to the Clerk of the Governing Body at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Formal Stage of the Appeal Procedure.

Appeal Procedure Steps: Formal Stage

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

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

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

The Modified Procedure

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

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

steps will be observed:

- The teacher must have set out details of their appeal in writing;
- The teacher must have sent a copy of their 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.