

WHOLE SCHOOL PAY POLICY 2019/20 (Revised October 2019)

A. GENERAL STATEMENT

The Governing Board of Penwortham Primary School has adopted this whole school Pay Policy to provide a clear framework to exercise its powers in relation to the pay of individual members of staff. These powers will be exercised to take account of the specific needs of the school, in the light of flexibility inherent in the Teachers' Pay & Conditions Document. A Pay Policy for support staff is attached at Annex A.

The Governing Board of Penwortham Primary School has adopted the Foundation Living Wage.

B. AIMS

The Governing Board will seek:

- to maintain and improve the quality of education provided for pupils in the school by having a staffing structure and whole school pay policy which supports the aims/mission statement of the school and the School Improvement Plan;
- to ensure that all members of staff receive proper recognition for their work and responsibilities;
- to ensure fair and open treatment of staff within the school and to enhance and maintain staff morale through the management of the pay policy and through an awareness of the impact of decisions on all members of staff and on other schools;
- to recruit, appoint and retain a well-motivated, high quality staff;
- to use the flexibilities inherent in the national and local conditions of service for staff in a positive and constructive fashion within the resources available;

In seeking to apply these aims the Governing Board will take account of advice issued by the Local Authority, Diocesan/Church Authorities and the recognised Trade Unions.

C. PROGRAMME FOR THE PREPARATION OF THE PAY POLICY AND CONSULTATION

A suggested programme for preparing the Whole School Pay Policy is set out at Annex B.

The Governing Board will consult fully with the Headteacher, members of staff and representatives of their trade unions, and will seek advice as required from the Authority/Diocese/Church Authority, both when drafting the pay policy and during each annual review of the policy. The mechanisms for such consultation will be that every member of staff and governor will be given access to a copy of the policy.

D. EQUAL OPPORTUNITIES

Penwortham Primary School as an equal opportunity employer, intends that no job applicant or employee will receive less favourable treatment because of their age, disability, gender identity, marriage or civil partnership status, pregnancy or maternity, sex, sexual orientation, race, religion or belief, or part-time status unless this can be objectively justified.

The Governing Board will comply with relevant equalities legislation e.g. Equality Act 2010, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and the Agency Workers Regulations 2010 in relation to pay matters.

The Governing Board will promote equality in all aspects of school life, particularly with regard to all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

The Governing Board 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. This information may be shared with staff and trade unions upon request.

E. FINANCIAL BASE

The Governing Board will allocate monies annually for staff salaries which will cover all planned commitments for the coming year, together with a contingency for unforeseen elements. In considering its financial base, the Governing Board will seek to strike a balance between their aims as expressed in the School Improvement Plan, and the resources available to the school. The Governing Board will also wish to take close note of its current and long term budgetary situation to assist in its decision making on flexibility for staff salaries. All decisions have long term financial implications.

F. PAY COMMITTEE

The Governing Board has established a committee with clearly delegated responsibilities to exercise its functions in relation to this Pay Policy. This committee comprises the following members:

Mr Greg Fedun, Mr Robert Barnish, Mrs Rachel Duke

The remit of the Pay Committee is outlined at Annex F (i).

The Committee has delegated responsibility to exercise all discretions in respect of pay.

The procedure for appeals against pay determination is outlined at Annex F (ii).

Model terms of reference and the procedure to be followed at meetings of the Pay Appeals Committee are set out at Annex F (iii).

G. PRACTICAL CONSIDERATIONS

(1) Job descriptions

Each member of staff will be consulted by senior management over the content of their job description and over any subsequent modifications.

(2) Appraisal

The system of appraisal will be used to inform decisions on pay. The Governing Board has adopted a document which sets out the appraisal process for teachers, which is available to teachers employed at the school.

(3) Vacant posts

Details and further particulars relating to vacant posts, allowances, enhancements, temporary and acting posts available will be made known to all staff. The School Policy on appointments is set out at Annex Cii.

Vacancies for Headteacher and Deputy Headteacher will normally be advertised, having regard to the provisions of the 2009 School Staffing Regulations.

(4) Formal recording of decisions

Decisions on pay will be formally minuted, together with the criteria used for awards. Pay matters are confidential items.

(5) Records

Records will be maintained of all matters relating to salaries and staff will have the right of access to their personal salary record.

(6) Review

The Whole School Pay Policy and its application will be reviewed annually.

(7) Annual reassessment

Following the annual cycle of appraisal, the salaries of all teachers will be reassessed and any increase within the Pay Range will be backdated to 1 September. An annual salary statement will be provided to each teacher.

(8) Staffing establishment/salary structure

A statement of the current staff establishment and structure is set out at Annex C.

H. APPLICATION OF PAY POLICY - FRAMEWORK FOR TEACHERS

References in brackets relate to the School Teachers' Pay & Conditions Document 2019.

1. GROUPING OF THE SCHOOL [Section 2, Part 2 Para 5-8] [Section 3, Para 9-15]

The Group to which an ordinary school is assigned is determined by its Unit Total. This has an effect on the Pay Range available to the Headteacher.

A change in Headteacher Group does not automatically result in a change in the Headteacher's Pay Range, particularly where the existing Pay Range already falls within the new Group size.

Mandatory

The calculation of the unit total shall be carried out:-

- where there is a significant rise or fall in pupil numbers. This includes when the Headteacher becomes responsible for more than one school on a permanent basis;
- whenever it is proposed to appoint a new Headteacher at the school;

Governing Board policy

To review the Unit Total, Headteacher grouping and Pay Range of the Headteacher in accordance with the provisions of the School Teachers Pay and Conditions Document, as outlined above.

2. DETERMINATION OF LEADERSHIP PAY RANGES [Section 2, Part 2] [Section 3, para 8-28]

Guidance for the Governing Board on how to set the pay of new Headteachers can be found at Annex H.

- (a) The Governing Board will determine a Pay Range for the Headteacher and any Deputy/Assistant Headteacher(s).
- (b) When determining any Leadership Pay Range, the Governing Board will take into account and record all of the permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations. In the case of a new appointment, the Governing Board may wish to consider adjusting the starting salary within the agreed pay range to take account of how closely their preferred candidate meets the requirements of the post. The Governing Board will ensure that there is appropriate scope within the Pay Range to allow for performance-related progression over time.

- (c) The Pay Range for the Headteacher should not normally exceed the maximum of the Headteacher Group. However, the Headteacher's pay range (where determined after 1 September 2014) may exceed the maximum where the Governing Board determines that circumstances specific to the role warrant a higher than normal payment. The Governing Board will ensure that the maximum of the Headteacher's pay range and any additional payments do not exceed 25% of the top of the Headteacher Group.
- (d) In calculating the 25% limit, the Governing Board need to ensure that this is 25% of the maximum of the Headteacher Group. There has been no change in the method by which the Unit Total/Headteacher Group is calculated, which is outlined at paragraph 6.1-8.5 of the School Teachers Pay and Conditions Document 2019.
- (e) For a new appointment to the post of Headteacher, the Governing Board will review the salary range taking account of the responsibilities of the post, the social, economic and cultural background of pupils attending the school, whether the post is difficult to fill and the appropriate positions of other leadership group pay ranges.
- (f) For a new appointment to the post of Deputy/Assistant Headteacher, the Governing Board will review the salary range taking account of the responsibilities and challenges of the post and whether the post is difficult to fill.
- (g) Once in post, the Headteacher, Deputy or Assistant Headteacher's overall performance will be reviewed by the Appraisal Committee/Headteacher, with particular reference to the quality of the Headteacher, Deputy or Assistant Headteacher's leadership and management and the progress made by pupils at the school, in accordance with the school's policy on appraisal. The Appraisal Committee and Headteacher/Headteacher and Deputy/Assistant Headteacher will seek to agree performance objectives. If agreement cannot be reached, the Appraisal Committee (for the Headteacher)/Headteacher (for other members of the Leadership Group) have the power to set performance objectives.
- (h) Movement up the pay range can only take place following a review of performance (including performance objectives) (with the advice of an external adviser for Headteacher performance review), at the end of the school year, and the review has shown sustained high quality of overall performance. The pay range is not an incremental scale and there is no automatic right of progression following a review of performance.
- (i) Any redetermination of the pay range should only be for the reasons specified in the School Teacher Pay and Conditions Document, and outlined in Section H1 above. Any redetermination should not be for

reasons of retention, or associated with the performance of the postholder, and should not take account of the salary of the serving Headteacher, Deputy or Assistant Headteacher.

- (j) There are no longer provisions to extend the pay range of the Headteacher by two groups or to award additional discretionary payments to a limit of 25% of salary.
- (k) The Governing Board may determine that a Temporary Payment should be paid to a Headteacher for a clearly temporary responsibility or duty that is in addition to the post for which their salary has been determined. In each case, the Governing Board must not have previously take such reason or circumstance into account when determining the Headteacher's pay range. If a Governing Board determines that it would be appropriate to award a Temporary Payment, the total sum of salary and other payments made to the Headteacher must not exceed 25% above the maximum of the Headteacher Group. When a Temporary Payment is made, the value of and the reasons for the payment should be recorded within the minutes of the full Governing Board or a Committee thereof (Section 2, Part, 2, Paragraph 10).
- (l) Retention payments are no longer payable for members of the Leadership Group.
- (m) Where, in accordance with the provisions of an earlier Document, the Governing Board has determined a Pay Range, the maximum of which exceeds the highest salary payable under this Document, it must continue to pay any salary determined by reference to that pay range until such time as it reassesses the pay range for its leadership posts under the provisions of the most recent Document.
- (n) In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum of each Headteacher Group of the Leadership Pay Range.

Governing Board policy

- The reference points within the Leadership Group Pay Range are:

| | | LPR Reference point | Annual Salary | | |
|---------|-----------|---------------------|---------------|---------|---------|
| Group 1 | Group 2 | LPR1 | £ 41,065 | Group 3 | Group 4 |
| | | LPR2 | £ 42,093 | | |
| | | LPR3 | £ 43,144 | | |
| | | LPR4 | £ 44,219 | | |
| | | LPR5 | £ 45,319 | | |
| | | LPR6 | £ 46,457 | | |
| | | LPR7 | £ 47,707 | | |
| | | LPR8 | £ 48,808 | | |
| | | LPR9 | £ 50,026 | | |
| | | LPR10 | £ 51,311 | | |
| Group 5 | Group 6 | LPR11 | £ 52,643 | Group 7 | Group 8 |
| | | LPR12 | £ 53,857 | | |
| | | LPR13 | £ 55,202 | | |
| | | LPR14 | £ 56,579 | | |
| | | LPR15 | £ 57,988 | | |
| | | LPR16 | £ 59,529 | | |
| | | LPR17 | £ 60,896 | | |
| | | LPR18(a) | £ 61,808 | | |
| | | LPR18(b) | £ 62,426 | | |
| | | LPR19 | £ 63,976 | | |
| | Group 6 | LPR20 | £ 65,562 | Group 7 | Group 8 |
| | | LPR21(a) | £ 66,517 | | |
| | | LPR21(b) | £ 67,183 | | |
| | | LPR22 | £ 68,852 | | |
| | | LPR23 | £ 70,557 | | |
| | | LPR24(a) | £ 71,590 | | |
| | | LPR24(b) | £ 72,306 | | |
| | | LPR25 | £ 74,103 | | |
| | | LPR26 | £ 75,936 | | |
| | | LPR27 | £ 77,048 | | |
| | | LPR28 | £ 79,748 | | |
| | | LPR29 | £ 81,723 | | |
| | | LPR30 | £ 83,757 | | |
| LPR31 | £ 84,976 | | | | |
| LPR32 | £ 87,961 | | | | |
| LPR33 | £ 90,145 | | | | |
| LPR34 | £ 92,374 | | | | |
| LPR35 | £ 93,732 | | | | |
| LPR36 | £ 97,013 | | | | |
| LPR37 | £ 99,427 | | | | |
| LPR38 | £ 101,885 | | | | |
| LPR39 | £ 103,334 | | | | |
| LPR40 | £ 106,972 | | | | |
| LPR41 | £ 109,645 | | | | |
| LPR42 | £ 112,392 | | | | |
| LPR43 | £ 114,060 | | | | |

(a) applies where the reference point is the top of the Headteacher's Pay Range
 (b) applies where the reference point is within the Headteacher's Pay Range but not at the top

- The Governing Board has applied the pay award to all reference points within the Leadership Pay Range.
- To have 8 point pay ranges within the Leadership Range for new Headteacher posts or re-determined Headteacher pay ranges, and 6 point pay ranges within the Leadership Range for other members of the Leadership Group, for both new posts or re-determined salary ranges.
- Up to two points movement up the pay range is possible as a result of the annual appraisal for the Headteacher/Deputy or Assistant Headteacher, providing that there is sufficient headroom within the Headteacher/Deputy or Assistant Headteacher's existing pay range
- Any change in Headteacher Pay Range does not automatically result in a change in the salary point of the Headteacher, Deputy or Assistant Headteacher. There shall not be any movement up the pay range unless (i) there has first been a review of the performance of the Headteacher/Deputy or Assistant Headteacher taking account of the performance objectives agreed or set and (ii) there has been a sustained high quality of performance by the Headteacher/Deputy or Assistant Headteacher taking account of the performance objectives agreed or set.
- In addition, there shall not be any movement up a redetermined pay range until the academic year following the date that the redetermination was made, unless the minimum point of the redetermined pay range is higher than the maximum point of the previous pay range.

3. DIFFERENTIALS/RELATIVITIES [Section 2, Part 2, Para 9.4]

The School Teachers' Pay and Conditions Document no longer sets out mandatory minimum differentials between headteachers, deputy headteachers and assistant headteachers.

The pay range for a deputy or assistant headteacher should only overlap the headteacher's pay range in exceptional circumstances.

There is no longer the concept of the Highest Paid Classroom Teacher, and therefore no statutory differentials exist in relation to this and the Pay Range of the Headteacher, Deputy or Assistant Headteacher.

Governing Board policy

- There shall be no overlap between the pay ranges of the Headteacher and any Deputy or Assistant Headteacher, unless exceptional circumstances apply.
- The pay ranges of Deputy and Assistant Headteachers can overlap, dependent upon the level of responsibilities of the postholders.
- Any differentials will be based on substantive and protected salaries.

4. MAIN PAY RANGE/ UPPER PAY RANGE

[Section 2, Part 3 Para 12-15]

[Section 3, Para 29-32]

Pay on appointment

The Governing Board will determine the starting salary for any vacant classroom teacher post from the minimum of the Main Pay Range (£24,373) to the maximum of the Upper Pay Range (£40,490). The range should be stated within the advert/appointment documentation, and the starting salary must be expressly stated when any offer of employment is made.

The Governing Board will take into account the existing salary of the teacher when determining the starting salary to offer the successful candidate. However, there should be no assumption that a teacher will be paid at the same salary as they were being paid in a previous School.

In determining the starting salary to offer the successful candidate, the Headteacher/Governing Board may take into account a range of factors, including:

- the requirements of the post (i.e. the level of relevant qualifications, skills and experience of the successful candidate, including the extent to which they meet the desirable criteria for the post);
- any relevant specialist knowledge that the candidate possesses;
- the currency of any relevant experience;
- the wider school context;
- any market conditions that may apply;
- internal pay relativities of other teaching staff within School;

Pay progression within the Main Pay Range

The Governing Board have determined pay reference points within the Main Pay Range, which outline the salary structure within the Main Pay Range.

The Governing Board will consider annually whether or not to increase the salary of teachers who have completed a year of employment since the

previous annual pay determination and, if so, to what salary within the Main Pay Range.

To move up the Main Pay Range, teachers must have made good progress towards their objectives and must demonstrate competence in all elements of the Teachers' Standards. Teaching over the period of review should be at least 'good'.

Continued effective performance, as defined in i)-iv) below, should give a teacher an expectation of progression to the top of their respective pay range.

Judgements must be properly rooted in evidence and linked to the appraisal process. As a teacher progresses through the Main Pay Range, this evidence should show:

- i). an increasing positive impact on pupil progress
- ii). an increasing impact on wider outcomes for pupils
- iii). improvements in specific elements of practice e.g. behaviour management or lesson planning
- iv). an increasing contribution to the work of the school

Assessment may be based on evidence obtained through the appraisal process from a range of sources. This range of sources may include:

- Self-assessment by the teacher;
- Outcomes of peer coaching/review;
- Reviewing pupil progress and attainment targets;
- Outcomes of audits e.g. teaching and learning, behaviour and safety, learning environments;
- Classroom/other observations;
- Work scrutiny;
- Implementation of school policies;
- Role as a co-ordinator or subject/aspect leader;
- Contribution to school at a wider level (as identified in Teacher Standards);

A decision may be made not to award progression whether or not the teacher is subject to capability proceedings.

If the evidence shows that a teacher has exceptional performance, the Pay Committee may consider the use of its flexibilities to award enhanced pay progression, up to the maximum of the Range. In such cases, teaching over the period of review should be 'outstanding'.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression decisions will be justifiable and clearly attributable to the performance of the teacher in question.

Any pay increase awarded to a teacher on the Main Pay Range, the Upper Pay Range, or the Unqualified Teacher Pay Range, or any movement between those pay ranges, must be permanent for as long as the teacher remains employed within the same school.

In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum of the Main Pay Range.

Applications to be paid on the Upper Pay Range

Any qualified teacher can request that they are considered to be paid on the Upper Pay Range. The request should include the results of appraisal, 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 criteria (e.g. [Teacher Standards](#), LCC post-threshold standards (see Annex E), or other school-based criteria), may be submitted by the applicant. Responsibility for building and maintaining a portfolio of evidence lies with the teacher.

One request can be submitted annually. The closing date for requests is 31 October, unless exceptional circumstances apply.

The teacher should submit their request and supporting evidence to the Headteacher. The Headteacher/Reviewer should assess the request, which will include a recommendation to the Pay Committee of the Governing Board. If the Headteacher is not the reviewer, the request, evidence and recommendation will be passed to him/her for moderation purposes. It is the responsibility of the Pay Committee to make the final decision, advised by the Headteacher.

The procedure for notification of decisions and appeals is outlined at Annex F (ii).

Successful applicants will move to the minimum of the UPR on 1 September of the year in which the application was successful.

For an application to be successful, the teacher will be required to demonstrate that:

- they meet the criteria for progression within the Main Pay Range as set out in i-iv above;
- they are highly competent in all elements of the relevant standards; and
- their achievements and contribution to the school are substantial and sustained.

In this school, these may be defined as:

“highly competent” - the teacher’s performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teacher 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. They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

If a teacher is simultaneously employed at another school(s), the UPR application within each school is considered separately, and neither school will be bound by any pay decision made by the other school.

Progression within the Upper Pay Range

The Governing Board has determined the pay reference points within the Upper Pay Range.

The Governing Board will consider whether there should be any movement on the Upper Pay Range. The evidence should demonstrate that the teacher has maintained the criteria (e.g. Teacher Standards [see link above], LCC post-threshold standards (see Annex E), or other school-based criteria) and continued to meet the definitions of highly competent, substantial and sustained, described above.

If the evidence shows that a teacher has exceptional performance, the Pay Committee may consider the use of its flexibilities to award enhanced pay progression, up to the maximum of the Upper Pay Range. In such cases, teaching over the period of review should be ‘outstanding’.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression decisions will be justifiable and clearly attributable to the performance of the teacher in question.

Any pay increase awarded to a teacher on the Upper Pay Range must be permanent for as long as the teacher remains employed within the same school.

In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum of the Upper Pay Range.

Governing Board policy

- The Governing Board has applied a 2.75% pay award to all reference points within the Main Pay Range, and not just the statutory minima and maxima.

- The reference points within the Main Pay Range are:

| MPR reference point | Annual Salary (£) |
|----------------------------|--------------------------|
| MPR1 | £24,373 |
| MPR2 | £26,298 |
| MPR3 | £28,413 |

| MPR reference point | Annual Salary (£) |
|----------------------------|--------------------------|
| MPR4 | £30,597 |
| MPR5 | £33,009 |
| MPR6 | £35,971 |

- The Governing Board has applied a 2.75% pay award to all reference points within the Upper Pay Range, and not just the statutory minima and maxima.

- The reference points within the Upper Pay Range are:

| UPR reference point | Annual Salary (£) |
|----------------------------|--------------------------|
| UPR1 | £37,654 |
| UPR2 | £39,049 |
| UPR3 | £40,490 |

- The Governing Board will determine starting salaries for vacant teacher posts in line with the factors outlined above.

- Teachers will move up the Main Pay Range one point at a time, to the top of the range, subject to the teacher making good progress towards their objectives and demonstrating competence in all elements of the Teacher Standards. Teaching over the period of review should be at least 'good'. If the assessment of the evidence demonstrates exceptional performance over the period of the review, the Governing Board will consider the use of its flexibilities to award enhanced pay progression, to a maximum of two points, up to the top of the MPR. In such circumstances, teaching and performance during the period of the review should be 'outstanding'.

- Teachers will move up the Upper Pay Range one point at a time, to the top of the range, subject to teachers making good progress towards their objectives and demonstrating competence in all

elements of the Teacher/Post-threshold standards. Teaching over the period of review should be at least 'good'. If the assessment of the evidence demonstrates exceptional performance over the period of the review, the Governing Board will consider the use of its flexibilities to award enhanced pay progression, up to a maximum of two points, to the top of the UPR. In such circumstances, teaching and performance during the period of the review should be 'outstanding'.

- The Governing Board requires a Teacher to be at the top of the Main Pay Range in order to apply for UPR, unless exceptional circumstances apply.
- Two consecutive successful appraisals are required as part of the application process for UPR1.
- Two consecutive successful appraisals are required as part of pay progression considerations within the UPR.
- In the Autumn term following the successful completion of the NQT induction period, a teacher will be given one point salary progression when the Pay Committee meet to consider the pay progression of all other teachers, backdated to 1 September in the same way as for other teachers eligible for salary progression.

5. LEADING PRACTITIONERS

**[Section 2, Part 3 Para 16]
[Section 3 Para 33-37]**

Schools can create posts whose primary purpose is modelling and leading the improvement of teaching skills, paid above the maximum of the Upper Pay Range, known as Leading Practitioners.

The pay range for Leading Practitioners covers a significant salary range. The Governing Board will determine a salary range for each post within the minimum and maximum of the overall range (£41,267 to £62,735).

The Governing Board are not required to create a post(s) of Leading Practitioner, nor are they required to match a teacher's existing salary range upon appointment.

When determining the salary range of a Leading Practitioner, the Governing Board will take into account the challenges and demands of an individual post and be mindful of internal pay relativities. If more than one such post is established, the salary ranges will be determined separately for each post and need not be identical. Salaries will be for specific posts, and will not be portable between different schools or different posts within the same school.

Teachers on the pay range for Leading Practitioners must be an exemplar of teaching skills, lead the improvement of teaching skills in their school and carry out the professional responsibilities of a teacher other than a

Headteacher, including those responsibilities delegated by the Headteacher.

A Teacher on the pay range for Leading Practitioners must take a leadership role in developing, implementing, and evaluating policies and practice in their workplace that contribute to school improvement. This might include:

- (a) coaching, mentoring and induction of teachers, including trainees and NQTs
- (b) disseminating materials and advising on practice, research and continuing professional development provision
- (c) assessment and impact evaluation, including through demonstration lessons and classroom observation
- (d) helping teachers who are experiencing difficulties within their role.

They may also take on this role in other schools or in relation to teachers from other schools, with the agreement of the Governing Board.

To be eligible for appointment to these posts, the individual must have QTS. A successful candidate will normally be expected to have a sustained track record of successful performance as a teacher on the Upper Pay Range, to demonstrate excellence in teaching and to have contributed to leading the improvement of teaching skills.

Pay progression within the Leading Practitioner Pay Range

The Headteacher will agree appraisal objectives for the Leading Practitioner. If no agreement can be reached, the Headteacher can set the objectives.

The Pay Committee will have regard to the results of the Leading Practitioner's appraisal, including any pay recommendation. The Pay Committee will also take account of other evidence. The evidence should show the Leading Practitioner:

- has made good progress towards their objectives;
- is an exemplar of outstanding teaching skills, which impact significantly on pupil progress, within school and within the wider school community;
- 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 Teacher Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression decisions will be justifiable and clearly attributable to the performance of the teacher in question.

If the evidence shows that a teacher has exceptional performance, the Pay Committee may consider the use of its flexibilities to award enhanced pay progression, up to the maximum of the Range.

In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum of the Leading Practitioner Pay Range.

Governing Board policy

- To establish posts of Leading Practitioner as required, with a 5 point pay range.
- A teacher appointed as a Leading Practitioner for the first time will be placed on the lowest point on their 5-point salary range.
- The reference points within the Leading Practitioner Pay Range are:

| LPPR reference point | Annual Salary (£) | LPPR reference point | Annual Salary (£) |
|-----------------------------|--------------------------|-----------------------------|--------------------------|
| LPPR1 | £41,267 | LPPR10 | £51,564 |
| LPPR2 | £42,301 | LPPR11 | £52,902 |
| LPPR3 | £43,357 | LPPR12 | £54,122 |
| LPPR4 | £44,437 | LPPR13 | £55,474 |
| LPPR5 | £45,543 | LPPR14 | 56,857 |
| LPPR6 | £46,685 | LPPR15 | £58,274 |
| LPPR7 | £47,942 | LPPR16 | £59,822 |
| LPPR8 | £49,048 | LPPR17 | £61,196 |
| LPPR9 | £50,273 | LPPR18 | £62,735 |

- The Governing Board will apply the pay award to all reference points, and not just the statutory minimum and maximum of the LPPR.
- Progression on the Leading Practitioner Pay Range will normally be one point on an annual basis, providing the teacher has met the criteria. In exceptional circumstances, a maximum of two points' progression may be applied.

**6. TEACHING AND LEARNING
RESPONSIBILITY PAYMENTS
(TLR's)**

**[Section 2, Part 4, Para 20]
[Section 3, Para 47-54]**

A Governing Board may award a teaching and learning responsibility (TLR) payment. However, the Governing Board must be satisfied that the teacher's duties include a sustained additional responsibility that is not required of all classroom teachers and that:-

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

NB. Sub-paragraphs (c) and (e) do not have to apply to the award of TLR3s.

Having decided to award a teaching and learning responsibility payment the Governing Board will determine whether to award a TLR1, TLR2, or fixed-term TLR3 and its value in accordance with their pay policy, provided that:-

- i) the annual value of a TLR1 must be no less than £8,069 and no greater than £13,654;
- ii) the annual value of a TLR2 must be no less than £2,796 and no greater than £6,518;
- iii) the annual value of a TLR3 must be no less than £555 and no greater than £2,757. The Governing Board will determine the spot value of the allowance. A TLR3 may be awarded to a classroom-teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The duties and duration of the fixed-term will be clearly established at the outset and payment should be made on a monthly basis for the duration of the fixed-term.

Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3.

The process for awarding any TLR payment should be open and transparent.

There is no longer a requirement for a £1,500 differential between TLR values. The Governing Board can determine whether to apply a differential between TLR values.

Before awarding a TLR1, the Governing Board will be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Any TLR1 or TLR2 awarded to a part-time teacher must be paid on a pro-rata basis, as defined in School Teacher Pay and Conditions Document Section 2, part 6, paragraph 41.

If the Governing Board determines that either the duties for which a TLR1 or TLR2 were awarded are no longer to include the significant responsibility for which it was awarded, or the responsibility for which the teacher was awarded a TLR1 or TLR2 merits a lower annual value of TLR, it must pay the teacher a safeguarded sum in accordance with Section 2, Part 5 of the School Teachers Pay and Conditions Document 2019. TLR3s are not subject to salary safeguarding.

TLRs awarded under a fixed term contract or whilst a teacher occupies another post in the absence of the substantive post-holder are not safeguarded after the fixed-term contract expires or after the date or the circumstance (if occurring earlier than that date) notified to the teacher that it will come to an end.

In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minima and maxima of the TLR allowances.

Governing Board policy

To award Teaching and Learning Responsibility payments as necessary to reflect defined teaching and learning responsibilities.

The levels of TLRs payable shall be as follows:

| | 1.9.19 | | 1.9.19 | | 1.9.19 |
|----------------|---------------|----------------|---------------|----------------|---------------|
| TLR 1.1 | £8,069 | TLR 2.1 | £2,796 | TLR 3.1 | £555 |
| TLR 1.2 | £9,930 | TLR 2.2 | £4,656 | TLR 3.2 | £1,106 |
| TLR 1.3 | £11,794 | TLR 2.3 | £6,518 | TLR 3.3 | £1,656 |
| TLR 1.4 | £13,654 | | | TLR 3.4 | £2,207 |
| | | | | TLR 3.5 | £2,757 |

The Governing Board has applied the cost of living salary increase to all TLR points, and not just the statutory minimum and maximum.

**7. SPECIAL EDUCATIONAL NEEDS [Section 2, Part 4, Para 21]
(SEN) ALLOWANCES [Section 3, Para 55-59]**

A SEN allowance of no less than £2,209 and no more than £4,359 per annum is payable to a classroom teacher.

The Governing Board will award a SEN allowance to a classroom teacher, unless that responsibility is already being remunerated via a TLR or a Leadership responsibility, in the following circumstances:

- (a) in any SEN post that requires a mandatory SEN qualification and involves teaching pupils with SEN;
- (b) in a special school;
- (c) who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service;
- (d) in any non-designated setting (including any PRU) that is analogous to a designated special class or unit, where the post
 - (i) involves a substantial element of working directly with children with special educational needs;
 - (ii) requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs; and
 - (iii) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school or, in the case of an unattached teacher, the unit or service.

Where a SEN allowance is to be paid, the Governing Board will determine the spot value of the allowance, taking into account the structure of the school's SEN provision and the following factors-

- (a) whether any mandatory qualifications are required for the post;
- (b) the qualifications or expertise of the teacher relevant to the post; and
- (c) the relative demands of the post.

Where the Governing Board make changes in the way that SEN provision is organised, or to the Pay Policy, such that the criteria and factors cease to be met, or merit the payment of a lower allowance, this could result in the value of the allowance being reduced or withdrawn. In these cases, three-years' salary safeguarding will apply.

In terms of the pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum SEN allowance range.

Governing Board policy

To pay an allowance in the range of £2,209 to £4,359 having regard to the criteria set out in the School Teacher Pay and Conditions Document 2019 (and reproduced above).

8. UNQUALIFIED TEACHERS/ INSTRUCTORS [Section 2, Part 3 Para 17-18] [Section 2, Part 4 Para 22]

An individual can be paid as an unqualified teacher if they provide primary or secondary education under a contract of employment with a local authority or a Governing Board requiring them to carry out specified work in a school, including:

- overseas trained teachers;
- student teachers, teacher trainees who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS;
- persons giving instruction in any art, skill, subject or group of subjects (including any form of vocational training) who have special qualifications and/or experience;

Unqualified teachers may not hold TLRs or SEN allowances, but may hold additional allowances as the Governing Board determines appropriate. Such allowances are awarded where the Governing Board determines that the unqualified teacher has:

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

Pay on appointment

The Governing Board will determine pay reference points within the Unqualified Teacher Pay Range (UTR).

The Governing Board will determine where a newly appointed unqualified teacher will enter the Pay Range, having regard to any qualifications or experience s/he may have, which they consider to be of value.

Pay progression within the Unqualified Teacher Pay Range (UTR)

The Governing Board will consider annually whether or not to increase the salary of unqualified teachers who have completed a year of employment since the previous annual pay determination and, if so, to what salary within the Pay Range.

To move up the Pay Range, unqualified teachers must have made good progress towards their objectives and must demonstrate competence in their role.

Continued effective performance as defined in i) - iv) below, should give an unqualified teacher an expectation of progression to the top of the Pay Range.

Judgements must be properly rooted in evidence and linked to the appraisal/performance management process. As a teacher progresses through the Unqualified Teacher Pay Range, this evidence should show:

- i). an increasing positive impact on pupil progress
- ii). an increasing impact on wider outcomes for pupils
- iii). improvements in specific elements of practice e.g. teaching skills, behaviour management or lesson planning
- iv). an increasing contribution to the work of the school

Assessment may be based on evidence obtained through the appraisal process from a range of sources, including:

- Self-assessment by the Unqualified Teacher;
- Outcomes of peer coaching/review;
- Reviewing pupil progress and attainment targets;
- Outcomes of teaching and learning audits;
- Classroom/other observations;
- Work scrutiny;
- Implementation of school policies;
- Contribution to school at a wider level;

A decision may be made not to award progression, whether or not the Unqualified Teacher is subject to capability proceedings.

If the evidence shows that an Unqualified Teacher has exceptional performance, the Pay Committee may consider the use of its flexibilities to award enhanced pay progression, up to the maximum of the Range.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression decisions will be justifiable and clearly attributable to the performance of the unqualified teacher in question.

Any pay increase awarded to an Unqualified Teacher will be permanent for as long as the Unqualified Teacher remains employed on the UTR within the same school.

In terms of the cost of living pay award, the School Teacher Pay and Conditions Document 2019 includes a 2.75% uplift to the minimum and maximum of the Unqualified Teacher Pay Range.

An Unqualified teacher who becomes qualified

Upon obtaining QTS, an unqualified teacher must be transferred to a salary within the Main Pay Range. Where the teacher continues to be employed by the same school within which they were employed before they obtained QTS, the teacher must be paid a salary that is the same as or higher than their total unqualified teacher salary, including allowances.

Governing Board policy

- The reference points within the Unqualified Teacher Pay Range are:

| UTR Reference point | Annual Salary (£) |
|----------------------------|--------------------------|
| UTR1 | £17,682 |
| UTR2 | £19,739 |
| UTR3 | £21,794 |

| UTR Reference point | Annual Salary (£) |
|----------------------------|--------------------------|
| UTR4 | £23,850 |
| UTR5 | £25,909 |
| UTR6 | £27,965 |

- The Governing Board has applied the pay award to all reference points, and not just the statutory minimum and maximum of the UTR.
- Teachers will move up the UTR one point at a time, to the top of the range, subject to teachers making good progress towards their objectives and demonstrating competence in their role. Teaching over the period of review should be at least 'good'. If the assessment of the evidence demonstrates exceptional performance over the period of the review, the Governing Board will consider the use of its flexibilities to award enhanced pay progression, to a maximum of two points, up to the top of the UTR. In such circumstances, teaching and performance during the period of the review should be 'outstanding'.
- Allowances are only awarded for defined additional responsibilities

9. RECRUITMENT AND RETENTION INCENTIVES

**[Section 2, Part 4 Para 27]
[Section 3, Para 70-72]**

A Governing Board may make such payments or provide other financial assistance, support or benefits to teachers as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers. A salary advance scheme for a rental deposit

may be one of a number of tools that schools may wish to consider using to support recruitment or retention.

Headteachers, deputy headteachers and assistant headteachers may **not** be awarded such payments, other than as reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations in relation to a Headteacher, Deputy Headteacher or Assistant Headteacher must be taken into account when determining their salary range.

Where a Headteacher, Deputy Headteacher or Assistant Headteacher was already in receipt of a Recruitment or Retention incentive/benefit prior to September 2014, the Governing Board could continue to make that payment **at its existing value** until the end of the already determined fixed period for that payment, or until such time as their pay range is re-determined under the 2019 STPCD, whichever is the sooner.

Payments to other classroom teachers may only be made for recruitment and retention purposes, and not for carrying out specific responsibilities or to supplement pay for some other reason. Such payments may only be given for a fixed period. The Governing Board must make clear at the outset the expected duration of such incentives and benefits, and the review date after which they may be withdrawn.

Where such an award is given to a classroom teacher (other than a member of the Leadership Group), written notification given at the time of the award should state:

- i) Whether the award is for recruitment or retention;
- ii) the nature of the award (cash sum, travel or housing costs etc);
- iii) when/how it will be paid;
- iv) unless it is a 'one-off' award, the start date and expected duration of the incentive;
- v) the review date after which it may be withdrawn; and
- vi) the basis for any uplifts that will be applied

The Governing Board are free to determine the value of such an award.

Governing Board policy

Not to award Recruitment and Retention incentives/benefits

10. ACTING AND TEMPORARY POSTS OF RESPONSIBILITY

**[Section 2,
Part 4 Para 23]**

Mandatory

The Governing Board will consider, within four weeks of the first date of absence, the payment of an appropriate acting allowance to teachers temporarily carrying out the duties of headteachers, deputy headteachers or assistant headteachers. Where an allowance is paid, the corresponding conditions of employment will apply.

In accordance with the School Teachers' Pay and Conditions Document, the teacher must be assigned and carry out the duties of a Head, Deputy, Assistant Head or higher paid teacher for a prolonged period in order to receive an acting allowance.

Governing Board policy

To pay acting allowances after a teacher has been acting up for 2 consecutive months, backdated to the date when additional responsibilities were assumed. In the case of a teacher acting as Headteacher, Deputy Headteacher or Assistant Headteacher, the acting allowance is paid after 4 weeks.

If the Governing Board determines that a teacher who, for any prolonged period, is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher should be paid an acting allowance, it will be of such amount as is necessary to ensure that the teacher receives remuneration equivalent to such point on the leadership pay spine as the Governing Board consider to be appropriate. The remuneration of a teacher who is assigned and carries out the duties of a Headteacher must not be lower than the minimum of the Headteacher's pay range, and in the case of an acting Deputy/Assistant Headteacher, it must not be lower than the minimum of the relevant pay range.

The Governing Board may determine that a TLR shall be paid to a teacher other than a Headteacher, Deputy Headteacher, or Assistant Headteacher during any prolonged period for which that teacher is temporarily assigned responsibilities arising out of the absence of a permanent post holder.

TLRs awarded under a fixed term contract or whilst a teacher occupies another post in the absence of the substantive post-holder will not be safeguarded after the fixed-term contract expires or after the date or the circumstance (if occurring earlier than that date) notified to the teacher that it will come to an end.

One acting allowance per absence only is normally paid and is at the substantive grade for the post, rather than any protected salary.

Note: In the case of a school in the Authority's long term sickness insurance scheme, the Authority meets the cost of supply cover at the specified supply rate published. However, where a teacher on the Leadership Pay Range is absent long-term, the school may pay an acting allowance to another member of the permanent staff, in addition to bearing the cost of daily supply cover, or may make a temporary appointment on the Leadership Pay Range. In these circumstances the Scheme will cover the payment of one acting allowance for the absence of any teacher on the Leadership Pay Range only.

11. **ADDITIONAL PAYMENTS**

[Section 2, Part 4 Para 26]

[Section 3, Para 60-69]

The Governing Board may make such payments as they determine to a teacher including a Headteacher in respect of:-

- | | |
|--|----------------------|
| (A) Continuing Professional Development undertaken outside the school day | Section 3 Para 60 |
| (B) Initial Teacher Training Activities | Section 3 Para 61-64 |
| (C) Out of School Hours Learning Activities | Section 3 Para 69 |
| (D) Service Provision | Section 3 Para 65-68 |

Such payments may only be made to reward Headteachers for temporary or time-limited activity, and any such temporary payment made to a Headteacher is subject to the overall limit of 25% of the Headteacher Group outlined at Section 2, Part 2, Paragraph 9.3 of the School Teachers' Pay and Conditions Document 2019.

(A) CONTINUING AND PROFESSIONAL DEVELOPMENT

Payment for INSET to Headteachers, Deputy Heads, Assistant Heads and part-time teachers may only be made in respect of such training undertaken on a day other than any of the 195 days on which the teacher must be available for work (i.e. at weekends or during school holidays), and shall be determined by the Governing Board.

Payment to full time teachers may be made in respect of such training undertaken outside the 1265 hours, or the appropriate proportion of the 1265 hours of directed time for part-time teachers, whether or not this is on one of the 195 days.

Participation in CPD outside of directed time is voluntary and cannot be directed.

Each Governing Board will determine whether to establish a policy in respect of payments for INSET activities.

If a Governing Board establishes a policy for INSET payments to teachers who volunteer to participate in INSET activities outside the 195 days/1265 hours, there will need to be consultation with staff and teacher association representatives in order to make a decision on the rate for such payments.

Note: Any payments must be made under the provisions of the Document, will be liable to NI and tax and are superannuable.

Whilst it is recognised that this facility may provide some element of flexibility for schools, the Local Authority has noted the views of the recognised Teacher Associations and in light of the requirements in relation to a 'worklife balance' does not intend to make such payments where it is the relevant Board.

(B) INITIAL TEACHER TRAINING ACTIVITIES

Any payment for activities related to the provision of ITT shall be determined by the Governing Board.

Governing Board policy

Since resources allocated for ITT activities are outside the school's budget share, it will be for the Governing Board, having consulted with teacher trade union representatives and staff, and stressed the voluntary nature of such activities and workload implications, to determine any involvement or participation in such activities and workload. Any resulting policy statement should cover the nature of the contractual agreement with an HE institution, the amount charged to the institution and the division of the allocation between, for example, capitation/resources, administration, supply cover and payments to mentors. It is recommended that payments to staff be made on the basis of a separate contract covering ITT activities (i.e. outside the 1265 hours).

(C) OUT OF SCHOOL HOURS LEARNING ACTIVITIES

Payments to teachers who participate in out-of-school hours learning activity may be made by the Governing Board. Such activity must be on a voluntary basis outside directed time and must be authorised by the Headteacher. The commitment must be substantial and, where appropriate, regular.

Each Governing Board will consider establishing a policy in respect of payments for out-of-school learning activities, and will review this policy regularly.

If such a policy is established, the rate for such payments may be one of the following:

- Hourly rate based on Teachers' Additional Duties Allowance (currently £10.23 per hour)
- Rate linked to Teachers' Pay Range points;
- 'Flat rate' payment.

Note: Any payments must be made under the provisions of the Document, will be liable to NI and tax and are superannuable.

Governing Board policy

That payment for activities such as out-of-school/homework clubs and holiday schemes/summer schools should be based on separate contracts (i.e. outside the 1265 hours) over a regular structured period and that the rate should be based on one of the rates above.

(D) SERVICE PROVISION

Governing Board policy

To make a payment to a Headteacher, subject to the 25% limit, in respect of additional responsibilities and activities due to, or in respect of, the provision of services by the Headteacher relating to the raising of educational standards to one or more additional schools.

SUPPORT STAFF PAY POLICY

1. GENERAL PROVISIONS

- 1.1 The provisions outlined within this Support Staff Pay Policy reflect the entitlements contained within the National Joint Council for Local Government Services' National Agreement on Pay and Conditions of Service (known as the 'Green Book'), except where variations have been determined, including as a result of the County Council's Equal Pay Review (EPR).
- 1.2 For all categories of staff, the Governing Board will apply the agreed grading structure of the Local Authority's Equal Pay Review or the results of the School's own EPR process in cases where the Governing Board elected not to implement the results of the Local Authority's EPR.
- 1.3 In accordance with the School Staffing Regulations (England) 2009, where the Governing Board of a Community/Controlled School wishes to employ support staff to take on a new kind of role that does not have an existing Local Authority role profile, it should consult the Schools HR Team at the point of determining the job specification, providing a copy of the proposed role profile. The Governing Board should then consider any pay and grading issues the local authority may raise before determining the appropriate role and grade.
- 1.4 The grade applied to a support staff role within a Community/Controlled School must be on the [scale of grades used by the local authority](#). With the exception of posts of Unqualified Teacher and Headteacher, all posts contained within the School teachers pay and conditions document require the postholder to hold Qualified Teacher Status. This means that support staff cannot be appointed to the Leadership Group.
- 1.5 The Governing Board will periodically review roles and grades of all staff, and will amend job descriptions in consultation with members of staff and their trade union representatives to reflect these changes as appropriate, taking into consideration the effect that the change in duties may have on the grade of each post.

2. PLACEMENT WITHIN THE GRADE

2.1 Appointments

New employees are appointed to the minimum of the grade, other than in exceptional circumstances, whereby the Governing Board is able to consider a starting salary at any point within the grade.

2.2 Promotion to a higher grade

Upon appointment from another post within the Authority to a post carrying a higher maximum salary, the Governing Board must apply a starting salary which is at least one spinal column point in excess of the salary that the candidate would have received on their old grade on the day of appointment.

2.3 Re-grading

Upon the re-grading of a post to a grade carrying a higher maximum salary than the existing grade, the member of staff is placed on the minimum of the new grade or will receive at least one additional increment within the grade, whichever is the greater.

3. INCREMENTAL PROGRESSION

3.1 Annual incremental progression

Staff will progress by annual increments awarded on the 1 April each year, subject to having six months service in the grade and subject to the maximum of the scale not being exceeded. A member of staff appointed/promoted during the period 2 October-31 March will, for that first year, normally receive an increment on the 6 months' anniversary of their appointment, in place of the increment on the 1 April.

In respect of promotions within the School, where the salary on the following 1 April would be less than 1 spinal column point in excess of the salary they would have received in the previous grade, staff are entitled to their first increment on 1 April.

3.2 Withholding of increments

In exceptional circumstances, the Governing Board may withhold payment of an annual increment, subject to a report from the Headteacher being considered by the Pay Committee. Such action would only be considered following detailed discussions with the member of staff, and where that member of staff has had the opportunity (accompanied by a representative) to make representations through the appropriate Committee and is given the opportunity to appeal against such a decision. Any increment withheld may be paid subsequently if the employee's services become satisfactory.

Withholding of increments must not be used as a disciplinary sanction.

3.3 Advancement of increments

In exceptional circumstances, the Governing Board is able to award the advancement of up to 2 increments per annum on the grounds of special merit or ability, to assist in the retention of able staff, subject to the maximum of the grade not being exceeded.

4. ADDITIONAL PAYMENTS

4.1 National and Local Conditions of Service provide for additional payments in the circumstances listed i)-vi) over the page. All other allowances, other than those listed below, ceased as a result of the Equal Pay Review, including additional increments paid for weekend working, letting allowance; bonus payments; dirt money; bank duty; boiler duty; till duty; switch on allowance; skills supplement; retainer payments and free meals.

- i). Overtime (contractual and non-contractual)
- ii). Weekend working
- iii). Night working
- iv). Sleep in payments
- v). Additional hours payments
- vi). Emergency call-out payments

4.2 A holiday pay plusage will be applied to the above qualifying claimable payments. The plusage equates to an additional 7.67%.

4.3 Overtime

Employees graded at or below SCP 19 who are required to work additional hours beyond 37 hours, are paid time plus 25%. Additional hours up to 37 are paid at the plain time rate. Employees graded above SCP 19 are not eligible for an enhanced payment for additional hours. Instead they are granted time off in lieu (TOIL) equal to the hours worked.

4.4 Weekend working

Monday to Friday are normal working days with no enhancements. Working on Saturday and/or Sunday attracts an enhancement of 25%.

4.5 Night working

Night work between the hours of 11pm and 8am is payable at time plus 25%.

4.6 Emergency call-out payments

As per overtime rates above. Minimum of 2 hours' payment will apply.

4.7 Shift work

Rotating shift and alternating shift work is payable at time plus 10%. Split daily shifts (split duty) attracts an additional payment of 5p per hour.

4.8 Work on public/extra statutory holiday

Hours worked on a bank holiday or fixed extra-statutory day attract a payment of time plus 50%.

5. ACTING-UP ALLOWANCE/HONORARIUM PAYMENTS

5.1 Honorarium

An honorarium is a payment agreed by the Governing Board, given for undertaking higher level duties or responsibilities. These may be a proportion of a higher level post, or may be a piece of work that falls outside an established post, such as a new project or initiative.

5.2 Acting-up payments

Acting up is where an employee undertakes the full duties and responsibilities of an established higher level post and is paid the rate for that post. An acting-up payment is a form of honorarium payment.

Such honoraria are only permitted where the acting-up payment is to compensate for taking on higher level duties/responsibilities and where it is expected that the increased duties and responsibilities will continue for a period of four weeks or more. The only exception permitting an acting-up payment for a period of less than four weeks is where immediate cover of the post is critical to service delivery.

Where only part of the duties of the higher graded post are carried out for a minimum period of 4 weeks a member of staff will be entitled to receive an allowance on the basis of a proportion of the full difference, calculated based on an assessment of the percentage of overall responsibilities of the higher graded post carried out.

Where an employee has been undertaking higher level duties of an established post, the honorarium payment is calculated by quantifying the amount of time assigned to undertaking the higher level duties as a percentage of the employee's time, and paying the equivalent percentage of the difference between the employee's current scale point and the bottom scale point of the grade for the post.

All honorarium arrangements require a review at 6 months.

6. REGRADING REQUESTS

6.1 Where a member of staff feels that the duties and responsibilities carried out have increased to the extent that s/he considers that work at a higher grading level is being undertaken, the postholder may pursue this matter formally in writing to the Headteacher. Any complaints arising from decisions relating to grading matters may be pursued through the Grievance Procedure.

6.2 In considering any grading matters the Governing Board will have regard to the position of other staff within the structure. The Governing Board will also have regard to the grading decisions of other schools in respect of posts carrying similar responsibility levels and will seek advice on this from the Local Authority.

ANNEX B

Suggested programme for preparing a whole school pay policy

If the Governing Board do not wish to adopt the Local Authority's version of this Pay Policy, they will consult on the content of their Pay Policy. Staff and their trade union representatives will be informed of the procedure that will be followed for the consultation process. An example of the process would be:

1. The Staffing/Resources Committee draft the Whole School Pay Policy and circulate it to all staff and their trade union representatives for comment and discussion;
2. Consultation should take place between the Staffing/Resources Committee and staff/representatives, which will involve staff/representatives submitting their comments;
3. The Staffing/Resources Committee consider the comments and amends the policy as appropriate in the light of comments received;
4. A final draft of the policy should be circulated to all staff and their representatives;
5. Any comments on the final draft to be received by the Headteacher;
6. The Governing Board consider the final draft and the comments received, and agree the policy or refer it back to the Staffing/Resources Committee for further consideration;
7. A copy of the agreed pay policy is made available to every member of staff, their representatives and every governor. In addition a copy may be provided to the Local Authority and/or Diocesan/Church Authority as necessary.

ANNEX C

Example Staffing Establishment/Structure

A. Establishment - From 01/09/2019 Headteacher plus 9 teachers

| Number of Leadership Group/Leading Practitioners | | | | | | | | |
|---|--------------|------------------------|-----------|------------------------------|--|------|------|-------------|
| School Headteacher Group | HT PAY RANGE | DHT (incl. pay ranges) | Posts pay | AHT posts (incl. pay ranges) | Leading practitioners (incl. pay ranges) | | | |
| 2 | LPR 11-18 | 1 Post: LPR 5 - 10 | | 1 Post (0.8 FTE): LPR 4 – 9 | 0 Posts | | | |
| Number of Full-Time Teachers | | | | | | | | |
| MPR1 | MPR2 | MPR3 | MPR4 | MPR5 | MPR6 | UPR1 | UPR2 | UP3 |
| 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Number of Part-Time Teachers (including fraction/proportion of full-time) | | | | | | | | |
| MPR1 | MPR2 | MPR3 | MPR4 | MPR5 | MPR6 | UPR1 | UPR2 | UP3 |
| 0 | 0 | 0 | 0 | 0 | 1 x (0.6FTE) | 0 | 0 | 1 x 0.8 FTE |
| Number of Unqualified Teachers | | | | | | | | |
| UTR1 | UTR2 | UTR3 | UTR4 | UTR5 | UTR6 | | | |
| 0 | 0 | 0 | 0 | 0 | 0 | | | |

B. Structure

| No of Teachers in receipt of salary protection | No of Teachers with TLR's | | | | | | | |
|--|---------------------------|-----|-----|-----|-----|-----|-----|------|
| | 1.1 | 1.2 | 1.3 | 1.4 | 2.1 | 2.2 | 2.3 | TLR3 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

C. Other allowances

| Temporary/Additional payments to the Headteacher | |
|--|---|
| Amount | 0 |
| Reason | |
| Recruitment and retentions incentives/benefits | |
| Number | 0 |
| Amount | |
| Reason | |
| Special Educational Needs allowances | |
| Number | 0 |
| Amount | |
| Other allowances | |
| Number | 0 |
| Amount | |

ANNEX D

TEACHERS EMPLOYED IN SCHOOLS

GUIDANCE ON MAKING PAY PROGRESSION DECISIONS

The Authority has no statutory role in determining the process adopted by individual schools for determining pay progression. The Local Authority accepts that pay progression is awarded at the discretion of the Governing Board and that it is for schools to determine how to apply the relevant provisions of the current edition of the School Teachers' Pay and Conditions Document.

The Authority recognises the principles noted below for determining pay progression:

- Appraisal/Performance management is critical to the successful management of schools and there should be a link between appraisal/performance management and pay.
- There should be no automatic progression up any pay range. The rate of progress will vary from one teacher to another.
- Progress up the pay range will depend on performance against established national criteria, exemplified as appropriate at a national and school level and in line with a school's own circumstances.

Performance pay progression on the Upper Pay Range

Headteachers are reminded that the relevant regulations are set out annually in the School Teachers' Pay and Conditions Document.

The Governing Board is now expected to have regard to any recommendation on pay progression recorded in the teacher's most recent appraisal/performance management review statement.

The Governing Board and the Headteacher will be expected to use the outcomes of statutory appraisal/performance management to inform decisions on pay progression.

The Governing Board is reminded that employees of the school cannot sit on pay committees in the school.

Where a teacher is absent from school due to maternity leave, it is unlawful to deny her an appraisal and subsequent pay progression decision on the grounds of her maternity. When a teacher returns to work from maternity leave, the school must give her any pay increase that she would have received, following appraisal, had she not been on maternity leave.

The Headteacher needs to take a practical and flexible approach to conducting appraisals and making pay decisions for those absent on maternity leave, where a teacher has been absent for some or all of an appraisal cycle.

The Headteacher should consider conducting an Appraisal Review prior to a teacher commencing a period of maternity leave, even if this is early in the appraisal year.

This could assist the Reviewer in making an appraisal and pay determination at the end of the Appraisal cycle, based on the evidence of performance to date in that appraisal year. The Reviewer could also take account of the teacher's performance during previous appraisal periods if there is very little to go on in the current year.

Objectives or targets for action form an important framework for assessing performance but there is, in accordance with the School Teachers' Pay and Conditions Document, no automatic link between meeting objectives or targets and the award of pay progression. A teacher who has made good progress on, but not achieved, a very challenging objective or target, may have performed better and made a more significant contribution than a teacher who has met in full a less stretching objective or target.

Teachers should be contributing to a continuing general improvement in educational achievement and be committed to their own professional development. As teachers progress up the Upper Pay Range the Governing Board should expect performance and contribution to the school to show a greater breadth and depth than is indicated by the LCC post-threshold standards themselves.

Teachers have an annual entitlement to be considered for pay progression to the next point of their pay range, until they reach the top of the appropriate pay range.

Teachers can submit an application for Upper Pay Range threshold on an annual basis. Once a teacher is paid on the Upper Pay Range, consideration of further pay progression should be undertaken in accordance with the School's Pay Policy, until the top of the pay range is reached.

Headteachers are reminded that considering eligible teachers for performance pay progression on any pay range, with the exception of consideration for pay progression through the threshold, is a function of management and that teachers do not have to apply for consideration.

There is no requirement for the Governing Board to establish criteria in addition to those noted in the School Teachers' Pay and Conditions Document regarding movement on the Upper Pay Range. However, the evidence that will be used to determine whether the contribution of the teacher meets the criteria should be clear within the context of an individual school and the roles of individual teachers within the school. The LCC post-threshold standards are attached to this Policy at Annex E.

Procedures

The Governing Board should ensure that teachers are treated fairly throughout this process. Consideration should be given to the following sequence of activity.

- (a) Following appropriate consultations with the staff, the Governing Board agrees the Pay Policy of the school.
- (b) The Pay Policy will include appropriate references to pay progression on all pay ranges and a pay appeals process.

- (c) During the early part of the autumn term and before 31 October (31 December for headteachers) teachers continue with the appraisal/performance management cycle noted in the school's Appraisal/Performance Management Policy.
- (d) The Appraisal Reviewer should be told whether their reviewees are eligible for pay progression on the Main, Upper or Unqualified Pay Range.
- (e) During the review stage of the appraisal/performance management cycle, reviewers and teachers meet to discuss and record achievement and progress with previously agreed or recorded objectives. In this context the reviewer can be expected to assess the extent to which objectives have been met and to evaluate the teacher's overall performance. The Reviewer then makes and records a recommendation on performance pay progression.
- (f) The Headteacher makes appropriate representations to the Pay Committee of the Governing Board based on the recommendations of the reviewers. This should take the form of a list, with brief supporting information. The Headteacher should also have Appraisal documentation to hand, in case this is required by the Pay Committee. The Committee can have access to the Appraisal Report in cases where they need to scrutinise why the specific recommendation of the Reviewer has been made.
- (g) The Pay Committee considers the recommendations and either:
 - (i) Awards pay progression
 - (ii) Refuses pay progression
 - (iii) Refers the decision back for further consideration.
 - (iv) If insufficient funds exist in the allocated budget makes representations to the finance committee for additional funding.
- (h) Each eligible teacher (whether successful or unsuccessful) receives feedback on the process.
- (i) Unsuccessful teachers are notified of the pay appeal process as noted in the school's Pay Policy.
- (j) Teachers receive their Salary Statement and, where appropriate, salary is backdated to 1 September.

Determining pay progression on the Upper Pay Range

Headteachers will be concerned to ensure that all reviewers adopt a rigorous but fair process in determining the teachers who are to receive performance pay progression.

The following refers to all teachers seeking to progress on the Upper Pay Range:

An application from a qualified teacher to be paid on the Upper Pay Range will be successful where the Governing Board is satisfied that the teacher is highly

competent in all elements of the standards, and that the teacher's achievements and their contribution to an educational setting(s) are substantial and sustained.

To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

Progression on the Upper Pay Range should be based on two successful consecutive appraisal/performance management reviews.

Consideration should be given to including the following progressive stages in the process:

- (a) The reviewer considers the performance of the teacher against the post-threshold standards to determine if these standards have been sustained.
- (b) The reviewer determines whether or not the teacher has achieved two successful consecutive appraisal/performance management reviews.
- (c) The reviewer, in determining that the contribution of the teacher has been 'substantial and sustained', may have regard to other locally determined verifiable, relevant, evidence that demonstrates that the teacher has made a substantial contribution to the school over the previous two years.

Implementing performance pay progression procedures

Those responsible for developing and managing performance pay progression in schools should be mindful of the following good practice:

- (a) The implementation of the process should be conducted without undue delay and completed by no later than 31 October each year (31 December for headteachers).
- (b) Throughout the implementation of the agreed process headteachers should communicate regularly with staff and recognised teacher association representatives in the school and keep them fully informed.
- (c) The use of the appraisal/performance management process to support the determination of pay progression.
- (d) That effective appraisal/performance management, including monitoring, feedback and appropriate continuous professional development, should ensure that teachers are unlikely to be surprised by the outcome of this process.
- (e) Ensuring that procedures are kept appropriately confidential.
- (f) Ensuring that principles of equality of opportunity, fairness, consistency and equity are observed throughout the process and that no teacher is disadvantaged because of maternity leave or because they work part-time.

LCC POST-THRESHOLD STANDARDS – UPPER PAY RANGE PROGRESSION CRITERIA

(1) Professional attributes

- 1.1 Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

(2) Professional knowledge and understanding

- 2.1 Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
- 2.2 Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
- 2.3 Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.
- 2.4 Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
- 2.5 Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

(3) Professional skills

- 3.1 Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
- 3.2 Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
- 3.3 Promote collaboration and work effectively as a team member.
- 3.4 Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.

ANNEX F

(i) PAY COMMITTEE REMIT

The remit of the Pay Committee will be:

- a) To implement the school's pay policy including pay for individual members of staff.
- b) Following the annual appraisal/performance management process, to hear recommendations from appraisal reviewers and make decisions on salary progression for the Headteacher, deputy headteachers, assistant headteachers and any other teacher in School.
- c) To provide staff with an annual salary statement.

Additional delegated powers, as detailed below, may also be included within the remit of the Pay Committee or with an alternative committee such as Staffing or Resources, as agreed by the Governing Board.

1. To draft the whole school pay policy in consultation with the Headteacher, staff and representatives of the trade unions with members in the school;
2. To submit the draft policy and any proposed revisions which follow the annual review to the full Governing Board for formal approval;
3. To determine whether any powers in relation to pay matters should be delegated to the Headteacher;
4. To try to ensure that the pay policy meets the needs of the school to recruit, retain, develop and motivate staff;
5. To ensure that there is consistency between the fair application of the pay policy and the Governing Board's policies on recruitment and selection, including advertising, job descriptions and equal opportunities;
6. To prepare and apply criteria to be used in the application of discretionary pay elements and relate these to job descriptions;
7. To implement the statutory and discretionary elements of the School Teachers' Pay & Conditions Document and to have regard to national and local grading agreements and Local Authority advice on grading levels in respect of Support Staff, having regard to employment legislation, equal pay and the Governing Board's policy on equal opportunities;
8. To ensure that the School has either conducted its own Equal Pay Review for support staff, and apply the grading structure determined therein, or to apply the grading structure determined by the Local Authority's Equal Pay Review.
9. To establish appropriate differentials/relativities within the school;

10. To review the unit total of the school and the effect if any, on the Pay Range/ISR;
11. To seek a balance between pay and other conditions of service.
12. To keep in touch with the pay policies of other maintained schools by seeking advice from the Local Authority and to be aware of the impact of their decisions on those other schools;
13. To have regard to guidance issued by the Authority, Diocese/Church Authority and professional organisations as appropriate, and where necessary to seek advice.

The delegated powers of the Headteacher in respect of pay are as follows:

[List of appropriate elements from framework set out in remit above]

Note: The terms of reference given above relate to the Whole School Pay Policy. Where the Committee has responsibility for other functions e.g. appointment procedures, equal opportunities, staffing establishment, staffing review, staff welfare, trade union matters/staff liaison, the establishment of disciplinary/grievance procedures, additional terms of reference will be necessary.

(ii) PROCEDURE FOR APPEALS AGAINST PAY DETERMINATION

Where a teacher is dissatisfied with the determination of their salary, the Governing Board will establish appropriate appeal arrangements. The Governing Board should establish a Pay Appeals Committee for this purpose. Model terms of reference and procedure to be followed at meetings of this Committee are set out at Annex F.

In some situations, depending on the grounds of the appeal the School's Grievance Procedure may be a more appropriate mechanism.

Governing Board policy

A teacher may appeal against any determination in relation to his/her pay or any other decision taken by the Governing Board that affects his/her pay. For any formal hearing or appeal, the Teacher is entitled to be accompanied by a representative of a trade union or work colleague.

Whilst there is no right to representation by a work colleague/trade union representative prior to the formal hearing or appeal, the Headteacher/Chair of the Governing Board may decide to offer that right. At the very least, the Teacher/Headteacher should be advised to consult their trade union representative.

The process for considering appeals against pay determinations is as follows:

- i). The teacher receives written confirmation of the pay determination and where applicable, the basis on which the decision was made.
- ii). If the teacher is not satisfied, s/he should try to resolve this by discussing the matter informally with the Headteacher within ten working days.
- iii). Where this is not possible or where the teacher continues to be dissatisfied, s/he may follow a formal appeal process.
- iv). The teacher should set down in writing the grounds for questioning the pay decision and send it to the Pay/Staffing Committee who agreed the determination, within ten working days notification of the decision being appealed against or of the outcome of the of the discussion referred to at ii) above.
- v). The grounds for questioning the pay decision should be sent to the Clerk to the Governors. On receipt of such notification, the Clerk to the Governors will notify the Headteacher that the notification has been received and will invite the Headteacher to provide details of the basis on which the decision was made, if this has not already been done so, as required under i) above. The teachers' grounds for questioning and the Headteacher's written reasons for the pay decision will be sent to both parties, as well as members of the Pay Committee, at the same time and in advance of the meeting referred to in vi) below.
- vi). The Pay Committee who agreed the determination should provide a hearing within ten working days of receipt of the written grounds for questioning the pay decision to consider this and give the teacher an opportunity to make representations in person. Following the hearing, the teacher should be informed in writing of the hearing's decision and the right of appeal.
- vii). If the teacher is not satisfied with the decision of the Pay Committee, s/he should submit a written appeal to the Clerk to Governors within ten working days of the outcome of the hearing in vi) above.
- viii). Any appeal should be heard by the Pay Appeals Committee, made up of at least 3 governors, who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification and give the teacher the opportunity to make representations in person. The decision of the Pay Appeals Committee will be given in writing and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision. The decision is final and there is no recourse to the staff grievance procedure.

(iii) PAY APPEALS COMMITTEE – TERMS OF REFERENCE

The Pay Appeals Committee shall comprise three members of the Governing Board, who have not been involved in the original pay determination. The Terms of Reference of the Committee shall be as follows

- (a) To consider appeals against pay determination submitted by teachers in accordance with the relevant provisions of the current year's School Teachers' Pay and Conditions Document.
- (b) To make pay determinations arising out of their consideration of the appeal.

Process to be followed at meetings of the Pay Appeals Committee

The teacher and his/her representative are entitled to be present at all times, except when any matter falls solely to the Pay Appeals Committee to consider. The teacher and their representative will be entitled to make submissions and ask questions.

Where the appellant is the Headteacher the role normally ascribed to the Headteacher as set out below will be undertaken by the Chair of the Appraisal Committee.

- (1) The Committee will invite the teacher to present their appeal to the meeting and invite cross examination. The teacher will be entitled to call witnesses. The introduction of relevant additional documentary evidence will be allowed.
- (2) The teacher will then be available for questioning by both the Headteacher and members of the Committee.
- (3) The Committee will invite the Headteacher to present any response they may wish to make to the appeal. The Headteacher will also be able to call witnesses. The introduction of relevant additional documentary evidence will be allowed.
- (4) The Headteacher will then be available for questioning by the teacher, their representative and members of the Committee.
- (5) The teacher and then the Headteacher, in that order, have the right to make a final or closing statement to the Committee

All other parties will then withdraw and the Committee will consider the appeal and reach a decision.

The Clerk to the Governors and other officers of the Authority, if present, will remain with the Committee to provide procedural advice. They may also make available any notes taken of the evidence and will record the decision of the Committee.

If the Committee decide that further questions need to be asked, or clarification is required, the full meeting will be resumed.

When the Committee has reached a decision, both parties will be asked to return to the meeting and the decision will be communicated.

The Clerk to the Governors will document the proceedings of the meeting. The decision of the Committee will be confirmed in writing to the teacher and the Headteacher within five working days of the conclusion of the meeting.

LANCASHIRE COUNTY COUNCIL

TEACHER SALARY STATEMENT [*INSERT YEAR*]

| <u>Personal details</u> | |
|---|--|
| Teacher name: | |
| Position: | |
| School name: | |
| <u>Pay Range details</u> | |
| Current Pay Range: | |
| Current Pay Point: | |
| <u>Pay details</u> | |
| Payroll month: | |
| Payroll year: | |
| Full time salary: | |
| TLR: | |
| SEN Allowance: | |
| Recruitment/retention allowance: | |
| Salary safeguarding: | |
| Total amount: | |

GUIDE TO SETTING THE PAY OF HEADTEACHERS

There are three stages involved in the process for setting the pay of new Headteachers. These are:

Stage 1 – Defining the role and determining the Headteacher Group

Stage 2 – Setting the Headteacher's pay range within the Headteacher Group

Stage 3 – Deciding on the starting salary and Headteacher pay range for the new appointee

All decisions and reasons in relation to Headteacher pay must be based on objective criteria and must be well documented, in order that there is a clear audit trail.

Stage 1 – Defining the role and determining the Headteacher Group

Use Section 2, Part 2, Paragraph 6 ("ordinary schools") or 7 ("special schools") of the School Teachers Pay and Conditions Document 2019 to calculate the Unit Total, and assign the School to a Headteacher Group. This will determine the broad pay range for the post i.e. the salary at the bottom of the Headteacher Group to the salary at the top.

If the Headteacher is permanently responsible for more than one School, you should combine all of the pupil numbers to calculate the Unit Total.

Stage 2 – Setting the Headteacher's pay range within the Headteacher Group

It is expected that the Headteacher Group will fully capture the complexity of the role, with sufficient breadth to accommodate sufficient salary progression and reward. Therefore the Headteacher's pay range will be set within the limits of the Headteacher Group. The pay range can begin and end at any point within the Headteacher Group.

However, there may be certain circumstances (not already considered in determining the Headteacher Group) that necessitate the Governing Board to consider whether the Headteacher Group should be higher than that identified under Stage 1. Although not an exhaustive list, some examples of additional factors that may be considered are:

1. Where the level of context and challenge arising from pupil needs affects the role in relation to improving outcomes for pupils. Examples include:
 - a. A high level of pupil deprivation (for example, a high number of Free School Meals/English as an Additional Language pupils)
 - b. A high number of Children Looked After or SEN children
 - c. A high degree of in-year pupil mobility

Your LCC Schools Finance Officer will be able to provide benchmarking information in relation to deprivation factors, to indicate how your School compares to others of a similar size/in a similar setting.

2. A high degree of complexity and challenge that goes significantly beyond that expected of any Headteacher of a similar sized school and is not already reflected in the Unit Total. For example, management across several dispersed sites
3. Additional accountability not reflected in Stage 1. For example, leading a Teaching School Alliance.
4. Factors that may impede the School's ability to attract a field of appropriately qualified and experienced candidates e.g. location, specialism, level of support from wider leadership team.

If, having considered the factors above, the Governing Board decide that the Headteacher should be paid above the Headteacher Group, the pay range can be set with a maximum of up to 25% above the top of the Headteacher Group.

At the end of this stage, the Governing Board should decide the Headteacher pay range for the post, which will be the salary that is stated in the advertisement. The Governing Board need to outline within the Pay Policy for the School how many salary points/the range of salary (in monetary terms) that will comprise the Headteacher's pay range.

NB – Any factors that are not expected to persist, such as a temporary responsibility for an additional school, should not form part of the Headteacher pay range. These could be reflected through a 'Temporary Payment' instead.

Stage 3 – Deciding on the starting salary and Headteacher pay range for the new appointee

This stage is about determining the starting salary for the post, within the Headteacher pay range. There is no limit on where within the Headteacher pay range the starting salary should be, other than that the Governing Board should leave scope for performance-related pay progression over time.