



# **Pay Policy**

**2014-2015**

## **Chauncy School**

**September 2014**

Reviewed & Updated November 2015

Next Review Date; November 2015

# Chauncy School

The Ware Academy for The Arts, Mathematics and Computing

## Pay Policy September 2014

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**The Governing Body of Chauncy School adopted this policy on 27 January 2014**

**The main points of the policy came into effect on September 1<sup>st</sup> 2014 but after changes to recommendations from the DFE published in July 2014 this policy contains some changes, mainly increasing the flexibility allowed to The Governing Body in making pay decisions. The Governing Body will review this policy in July 2015.**

## **1 Introduction**

- 1.1 The Governing Body has adopted the policy set out in this document to provide a clear framework for the management of pay for all teaching staff employed in the school, including the Headteacher.
- 1.2 The Governing Body recognises the requirement that all pay progression decisions for all teaching staff must be linked to annual appraisal of performance. The procedures set out in this policy seek to ensure that this is achieved in a fair, equitable and transparent way.
- 1.3 This policy has been agreed by The Governing Body following consultation with staff and the recognised trade unions. The Headteacher will have full authority to take decisions on behalf of The Governing Body on pay matters as defined in this policy.

## **2 Aims of the policy**

- 2.1 The Governing Body aims to use the school pay policy to:
  - Maintain and improve the quality of teaching and learning at the school;
  - Support the school improvement plan;
  - Underpin the school's Appraisal policy;
  - Ensure that all staff are valued and appropriately rewarded for their work and contribution to the school;
  - Ensure staff are well motivated, supported by positive recruitment and retention policies and staff development;
  - Demonstrate that decisions on pay are fair, just and transparent and recognise the principle of equal pay for like work and work of equal value;
  - Provide flexibility to recognise individual staff performance linked to pay decisions;
- 2.2 Pay decisions at this school are made by the Headteacher acting on behalf of The Governing Body, guided by advice issued by the Department for Education along with relevant statutory legislation.

### **3 Job Roles and Responsibilities**

- 3.1 Members of staff have a job description outlining the roles and responsibilities of the post. This will also include the pay range and any additional payments or allowances covered in this policy. The job description will state the reason for any additional allowances or payments and whether this is a permanent or temporary payment.
- 3.2 Any significant changes to duties and responsibilities of a post will be subject to discussion with the member of staff with a view to reaching agreement. Where there is a significant change in duties and responsibilities of a post a new job description will be issued.
- 3.3 Where the staffing structure of the school needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and the recognised trade unions before any changes are made and with a view to seeking to agree the changes before new job descriptions are issued.

### **4 Pay Assessment and Pay Review**

#### **4.1 Teaching staff**

- 4.1.1 The Governing Body will ensure that every teacher's salary is reviewed on an annual basis with effect from 1st September, no later than 31st October. For the Headteacher, the review should be carried out between 1<sup>st</sup> September and 31<sup>st</sup> December.
- 4.1.2 The teacher's appraisal report will contain information used by the Headteacher to make pay decision in consultation, as appropriate, with other members of the senior team or suitable colleagues in the teacher's line management tree.
- 4.1.3 All teachers will be entitled to receive an annual pay statement including details of any salary and financial benefits to which they are entitled, including any salary safeguarding arrangements that may apply.
- 4.1.4 A review may occur at other times where there has been a significant change affecting an individual teacher's pay. A revised written statement will be issued to the teacher in such circumstances, including any salary safeguarding arrangements that may apply.

## **5 Recruitment**

### **5.1 Teaching Staff**

- 5.1.1 The Headteacher, on behalf of the Governing Body, will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate.
- 5.1.2 Advertisements for vacant posts in the school will be determined by the Headteacher. All posts will be advertised either internally or externally, locally or nationally as appropriate.
- 5.1.3 The advertisement will include the relevant pay range for the post as determined by the Governing Body as appropriate for the post and as contained in the relevant section of this pay policy. The advertisement will specify the expected level of skills and experience for appropriate candidates relevant to the post. The advertisement will also include details of any additional payments or allowances applicable to the post. In cases of exceptional need, the above may be applied retrospectively.
- 5.1.4 Where the post is on a temporary basis, the advertisement will specify the reason for and duration of the post.
- 5.1.5 There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

### **6.1 Teaching Staff Pay**

- 6.1.1 In this school all teaching staff are employed in accordance with the provisions of the *current* School Teachers' Pay and Conditions Document. The following pay arrangements have been agreed by the Governing Body using the flexibilities contained within the School Teachers' Pay and Conditions Document.
- 6.1.2 In this school, all teachers will receive cost of living pay uplifts on their salary unless they are the subject of capability procedures. In such cases, whether to award the pay uplift will be at the Headteacher's discretion.

### **6.2 Headteacher**

- 6.2.1 The Governing Body will maintain the principle of linking pay to performance in deciding on any annual pay increases for the Headteacher, taking account of the School Range based on the school group size, as determined by the School Teachers' Pay and Conditions Document. The Governing Body will ensure that

there is no overlap of salary bands between the Headteacher and other leadership posts

6.2.2 Where there are significant changes to school number, the Governing Body will calculate the Headteacher group size at the start of the academic year and determine the appropriate Individual School Range for the year. The Governing Body will determine the group size for the school in accordance with the provisions of the School Teachers' Pay and Conditions Document.

6.2.3 On appointment the Headteacher will be appointed on one of the first 4 points on the ISR.

6.2.4 Progression on the ISR for the Headteacher will be subject to a review of the Headteacher performance set against the annual appraisal review. The Governing Body may decide to award one increment for sustained high quality performance or two increments where performance has been exceptional. Where performance has not been of a sustained high quality the Governing Body may decide that there should be no pay progression. The pay review for the Headteacher will be completed by *31<sup>st</sup> December*.

6.2.5 The Governing Body will ensure that the process for the determination of the Headteacher's salary is fair and transparent.

#### 6.2.6 **Discretionary payments to the Headteacher**

6.2.7 The Governing Body may consider a discretionary payment not exceeding 25% of the Headteacher's salary, as determined above, for reasons not already taken into account in determining the ISR, and which may include:

- the school is a school causing concern;
- without such additional payment the Governing Body considers that the school would have substantial difficulty filling a vacant Headteacher post
- without such additional payment the Governing Body considers the school would have substantial difficulty retaining the existing Headteacher; or
- the Headteacher is appointed as a temporary Headteacher of one or more additional schools.

6.2.8 In wholly exceptional circumstances the Governing Body may consider a payment in excess of 25%. In such circumstances the Governing Body will seek external independent advice.

6.2.9 The Governing Body may also consider additional payments in respect of:

- *continuing professional development undertaken outside the school day;*
- *activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;*
- *participation in out-of-school hours learning agreed between the Headteacher and the Governing Body;*
- *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.*
- *residential duties.*

Where a Headteacher undertakes additional duties in school time which in turn will bring additional income into the school, the Governing Body will determine the percentage of income to go to the Headteacher.

6.2.10 In future years, should the structure of the leadership team change or should the current headteacher leave, The Governing body should consider a review of the pay policy as it applies to senior leadership staff. The Governing Body may wish to consider the elements of Hertfordshire County model pay policy provided in appendix D.

### **6.3 Other Leadership Posts**

6.3.1 The Headteacher, acting on behalf of The Governing Body, will determine progression within the leadership scale according to performance and in line with guidelines contained in the School Teachers' Pay and Conditions Document.

6.3.2 The Governing Body will ensure that there is no overlap of pay points between the Headteacher and any other leadership post.

6.3.3 On appointment a teacher paid on the leadership scale will be appointed on one of the first 3 points on the pay range.

6.3.4 The pay range for teachers paid on the leadership range will be reviewed annually or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post.

6.3.5 Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review. The Head Teacher, acting on behalf of The Governing Body, may decide to award one increment for

sustained high quality performance or two increments where performance has been exceptional. Where performance has not been of a sustained high quality the Headteacher made decide that there should be no pay progression. The pay review will be completed by 31<sup>st</sup> October in any year.

#### **6.4 Other Posts Paid above the Classroom Teacher Range: Leading Practitioners**

Chauncy School at this point in time does not have any teachers on the Leading Practitioners' Scale. The Headteacher, acting on behalf of the Governing body, may introduce this scale in the future if circumstances require it.

#### **6.5 Main Range and Upper Pay Range Teachers**

- 6.5.1 The Governing Body will establish posts paid in accordance with the minimum and maximum points for such posts as determined by the current School Teachers' Pay and Conditions Document.
- 6.5.2 The Governing Body has established a pay structure for these posts as outlined in Appendix A.
- 6.5.3 The Governing Body has agreed Professional Skills Level Descriptors for each range which are detailed in the school's Appraisal Policy and in Appendix C of this document.

#### **Pay progression within bands**

- 6.5.4 Pay progression within bands will be subject to sustained performance towards the next higher band, meeting the relevant teacher standards and Professional Skills Level Descriptors for that band and performance against the targets set by The Appraisal Process. The key element will be the progress of pupils in classes for which the teacher was responsible. Where a teacher's performance does not demonstrate a sustained level and is below the school's expectations, the Headteacher, acting on behalf of the governors, may determine that no incremental progression will be awarded in that year.
- 6.5.5 The Governing Body has determined that normally progression within a band, if approved, will be by no more than single annual increments on the main pay scale (Bands 1 and 2); and by one increment every two years on the upper pay scale. (Band 3) However, where a teacher's performance has been of a sustained high quality, exceeding school expectations at that level, the Governing Body may award accelerated

progression within the band on the main pay scale and an annual increment on the upper pay scale. Progression to the next band will be subject to the criteria for the higher band being met as set out in the previous paragraphs of this section of the policy.

- 6.5.6 Progression between bands will be based on the teacher demonstrating, through performance appraisal, that they meet the Teacher Standards and Professional Skills Level Descriptors for the new band. Again, the key element of progression between bands will be the progress of pupils in classes for which the teacher is responsible.
- 6.5.7 Should The Headteacher become aware, through the normal monitoring and Appraisal procedures, that a teacher is struggling to meet the demands of their role in terms of targets, teaching standards or Professional Skills Level Descriptors (with pupil progress being key to this judgment) the teacher will be informed in an interim meeting and appropriate support will be provided by a person appointed by The Headteacher. This meeting should be held as soon as significant concerns come to light that might impact upon The Headteacher's recommendation on pay progression. The teacher will be informed of the areas of concern and the expectations of the school for improvement. The date and issues discussed at this meeting will be recorded. The intention of this meeting will be to give the teacher notice of the need to improve given the link between performance and pay.

## **Appointments**

- 6.5.8 A newly appointed teacher will usually be appointed *at the minimum of the band* as determined by the Headteacher.
- 6.5.9 *The initial salary on appointment may be on a probationary basis and subject to performance. This may be reviewed after 6 months, after which time the pay band and relevant pay point will be finalised. The revised salary / pay range will be no lower than the initial salary on appointment.*
- 6.5.10 *A teacher transferring roles internally within the school will continue to be paid the same salary on the main scale (Bands 1 and 2) or the upper pay range (Band 3) as paid in the previous role.*

## **Application to move onto the Upper Pay Range (Band 3 – Expert Teacher)**

- 6.5.11 *The Headteacher, acting on behalf of the Governing Body will consider applications from a teacher during the summer term for progression at*

*the start of the autumn term of the next academic year. A teacher may submit one application in any academic year.*

6.5.12 *For an application to be successful the teacher will need to demonstrate that they meet all the teacher standards and the professional skills level descriptors agreed by the Governing Body for teachers on the upper pay range (Band 3 – Expert Teacher). The teacher will also need to demonstrate that they have been working at that level for a significant period of at least 1 year prior to the submission of the application.*

6.5.13 As defined in the School Teachers' Pay and Conditions Document, a teacher being considered for a move onto the upper pay range (Expert Teacher – Band 3) must therefore be able to demonstrate:

- sustained pupil progress over time in classes for which the teacher is responsible.
- substantial and sustained achievement of objectives, appropriate skills and competence in all elements of the Teachers' Standards; and
- potential and commitment to undertake professional duties which make a wider contribution (which involves working with adults) beyond their own classroom.

as exemplified by the school's professional skills level descriptors.

6.5.14 An application for progression to the upper pay range (Band 3 – Expert Teacher) will be assessed by the Headteacher and a decision notified to the teacher before October 31<sup>st</sup> of the term in which the pay award is applicable.

6.5.15 The Headteacher will use evidence upon which to make a recommendation that a teacher be moved onto the upper pay scale (Band 3) This evidence is likely to be as follows:

Evidence from lesson observations, drop ins, discussions with line managers and/or senior leaders, analysis of examination results, previous appraisal documents and a brief letter of application. Of these forms of evidence, analysis which demonstrates very good academic results will be key to an application being successful.

The Headteacher will announce, early in the summer term, well in advance of the deadline of 31<sup>st</sup> August, the procedure for application for the upper pay scale. The letter of application required will be typically of no more than one side of A4; addressed to The Headteacher summarising the applicant's case to be considered for the upper pay scale (Band 3).

Depending upon individual circumstances, the Headteacher may ask for specific evidence from an applicant in addition to those pieces of evidence detailed above to allow a fair and equitable decision to be made.

6.5.16 If unsuccessful the teacher will be provided with feedback by the Headteacher or an appointed senior leader or line manager.

6.5.17 Any appeal against the decision, which should be submitted within 10 working days, will be considered in line with the school's pay appeals procedure.

6.5.18 In considering the long term needs of the school, the motivation and retention of individual teachers and efforts made by teachers in the classroom and beyond, the headteacher may, in exceptional circumstances, still make pay awards in cases where most criteria have been met but either recent lesson observations or academic results have been, atypically, below the standards expected of teachers on the UPS.

## **6.8 Overseas Trained Teachers**

6.8.1 Teachers who trained and qualified in the European Economic Area (EEA) and Australia, Canada, New Zealand and the United States of America must apply to the Teaching Agency for the award of QTS. Once QTS has been awarded payment will be made on the ranges applicable to qualified teachers.

6.8.2 Non-EEA trained teachers (with the exception of Australia, Canada, New Zealand and the United States of America), will be paid on the Unqualified Teachers' pay scale (see 6.9 below).

## **6.9 Unqualified Teachers**

6.9.1 The Governing Body will appoint unqualified teachers to a salary within the range set out in the School Teachers' Pay and Conditions Document.

6.9.2 The Governing Body has determined the range outlined in Appendix A

6.9.3 A newly appointed unqualified teacher will usually be appointed *at the minimum of the scale* determined by the Headteacher. The initial salary on appointment may be on a probationary basis and subject to performance. This may be reviewed after 6 months, after which time the

pay band and relevant pay point will be finalised. The revised salary / pay range will be no lower than the initial salary on appointment.

6.9.4 Progression within the range will be subject to a review of the teacher's performance set against the annual appraisal review and the appropriate Teacher Standards. The Governing Body may decide to award one increment for sustained high quality performance or more increments where performance has been exceptional. Where performance has not been of a sustained high quality the Governing Body made decide that there should be no pay progression. In such circumstances where a teacher's performance is not at the required level this will be addressed through the school's appraisal and possibly capability procedure.

6.9.5 The pay review will be completed by 31<sup>st</sup> October.

## **7 Part time teachers**

7.1 The Governing Body will ensure that part time teachers' pay and working time will be dealt with in accordance with the School Teachers' Pay and Conditions Document. Pay scales and pay progression will be as detailed earlier in this policy.

7.2 Part time teachers will be entitled to be paid for their contractual hours pro rata to a full time teacher and will also be entitled to PPA time, other non contact time and directed time allocated on a pro rata basis.

## **8 Allowances**

### **8.1 Teaching and Learning Responsibility Payments (TLRs)**

8.1.1 TLR payments will be awarded to the holders of the posts indicated in the school's staffing structure as outlined in Appendix B.

8.1.2 TLR payments will be awarded to a teacher on the main range or upper pay range where a teacher is required to undertake a sustained additional responsibility within the school's staffing structure for ensuring the continued delivery of high quality teaching and learning for which they are accountable.

i.e. where a post:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgment;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;

- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of others.

8.1.3 The Governing Body will award TLR payments within the range prescribed in the School Teachers' Pay and Conditions Document. In this school the Governing Body has determined that TLR payments will be on the recommendation of the Headteacher, using the pay scale outlined in Appendix A and the staffing structure outlined in Appendix B.

8.1.4 A teacher may be awarded more than one TLR but only the following combinations are allowed;

8.1.5 The Governing Body may award a fixed-term third TLR (TLR3) to a classroom teacher for clearly time-limited school improvements, or one-off externally driven responsibilities. The annual value of a TLR3 must be no less than £500 and no greater than £2,500. The duration of the fixed term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed term. Where a TLR3 is awarded to a part-time teacher it must be paid on a pro-rata basis.

8.1.6 There will be no safeguarding of any fixed term TLR payments.

## **8.2 Acting Allowances**

8.2.1 Teachers who cover all of the duties associated with a post of a higher grade or allowance than their own for a period of at least 4 weeks will be considered for payment of an acting allowance. This will normally be the difference between the teacher's substantive salary and the appropriate point on the pay range of the higher level post, and will cover the whole period of acting up during which the teacher will be expected to undertake the full range of duties and responsibilities of the post.

## **8.3 Recruitment and Retention**

8.3.1 The Governing Body may, on the advice of the Headteacher, consider the award of a recruitment and retention payment where there is clearly demonstrated evidence that such a payment is:

- required to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
- required to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill;
- to recognise a teacher's performance which exceeds the school's expectations and which is not recognised through accelerated salary progression in other sections in this policy.

8.3.2 The value of any recruitment or retention payment will be determined according to the circumstances of each case.

8.3.3 The duration of the payment will be determined according to the circumstances of the payment.

8.3.4 Normally a recruitment or retention payment will be financial, but where appropriate, governors may consider other benefits e.g. relocation, expenses, health care, sports membership, childcare provision etc.

#### **8.4 Out of School Learning Activities**

8.4.1 Additional payments will be made to staff who engage in activities to deliver Extended Services which are outside the school's core activities. Such services will have been approved for payment by the Governing Body in advance.

8.4.2 The rate of payment will be determined according to circumstances.

#### **8.5 Continuing Professional Development**

The Governing Body, advised by the Headteacher, may consider in advance awarding additional payments to teachers in respect of continuing professional development undertaken outside of the school day. The Governing Body will consider each case on an individual basis.

### **9 Safeguarding**

The Governing Body will apply the salary safeguarding provisions of the School Teachers' Pay and Conditions Document.

### **10 Appeals**

## **10.1 Appeals for Teachers**

In matters relating to pay the teacher has one and only one opportunity to appeal.

The arrangements for considering appeals for teachers are as follows:

A teacher may appeal against any determination in relation to his/her pay or any other decision taken by the Governing Body that affects his/her pay.

At any stage of the appeal, a teacher may be accompanied by and represented by a work colleague or trade union or professional association representative and no one else.

The following list which is not exhaustive includes the usual reasons for appealing against a pay determination.

That the person or committee by whom the decision was made:

- a. incorrectly applied any provision of the School Teachers' Pay and Conditions Document;
- b. failed to have proper regard for statutory guidance;
- c. failed to take proper account of relevant evidence;
- d. took account of irrelevant or inaccurate evidence;
- e. was biased; or
- f. otherwise unlawfully discriminated against the teacher.

## **10.2 The order of proceedings**

The order of proceedings for hearing appeals, which meet the requirements of the dispute resolution provisions, is as follows:

- The teacher receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
- If the teacher is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher within ten working days of the decision.

- Where this is not possible or where the teacher continues to be dissatisfied, he/she may follow a formal appeal process.
- The teacher should set down in writing the grounds for questioning the pay decision (which must relate to the grounds as set out above) and send it to the person or committee who made the determination, within ten working days of the notification of the decision being appealed against or of the outcome of the discussion referred to above.
- Any appeal should be heard by a panel of three governors who were not involved in the determination, normally within 20 working days of the receipt of the written appeal notification. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel 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.

## **11. Monitoring the Impact of the Policy**

The Governing Body will monitor the outcomes and impact of this policy annually.

## **12. Special circumstances**

The Governing Body acknowledges that from time to time circumstances may arise which are not covered in this document, e.g. Government Initiatives. In such circumstances the Headteacher will determine an appropriate rate of pay which is consistent with legal and contractual conditions of employment.

## **Appendix A - Chauncy School Pay Tables - Teachers September 2015**

**Fringe Area - Includes Fridge allowance of £1061-£1074**

### **Main Scale**

<b>1</b>	<b>£</b>	<b>23,313</b>
<b>2</b>	<b>£</b>	<b>25,068</b>
<b>3</b>	<b>£</b>	<b>27,000</b>
<b>4</b>	<b>£</b>	<b>29,001</b>
<b>5</b>	<b>£</b>	<b>31,197</b>
<b>6</b>	<b>£</b>	<b>33,577</b>

HCC 2%  
£33,909

### **Upper Pay Scale**

<b>1</b>	<b>£</b>	<b>36,285</b>
<b>2</b>	<b>£</b>	<b>37,590</b>
<b>3</b>	<b>£</b>	<b>38,940</b>

### **TLR Points**

<b>2a</b>	<b>£</b>	<b>2,616</b>
<b>2b</b>	<b>£</b>	<b>4,500</b>
<b>2c</b>	<b>£</b>	<b>6,387</b>
<b>1a</b>	<b>£</b>	<b>7,548</b>
<b>1b</b>	<b>£</b>	<b>9,093</b>

HCC Rate  
£9291

### **Unqualified Teachers**

<b>1</b>	<b>£</b>	<b>17,367</b>
<b>2</b>	<b>£</b>	<b>19,263</b>
<b>3</b>	<b>£</b>	<b>21,159</b>
<b>4</b>	<b>£</b>	<b>23,052</b>
<b>5</b>	<b>£</b>	<b>24,948</b>
<b>6</b>	<b>£</b>	<b>26,844</b>

### **Leadership Scale**

<b>1</b>	<b>£</b>	<b>39,660</b>
<b>2</b>	<b>£</b>	<b>40,629</b>
<b>3</b>	<b>£</b>	<b>41,616</b>
<b>4</b>	<b>£</b>	<b>42,630</b>
<b>5</b>	<b>£</b>	<b>43,668</b>
<b>6</b>	<b>£</b>	<b>44,733</b>
<b>7</b>	<b>£</b>	<b>45,912</b>
<b>8</b>	<b>£</b>	<b>46,938</b>
<b>9</b>	<b>£</b>	<b>48,087</b>
<b>10</b>	<b>£</b>	<b>49,293</b>

11	£	50,544
12	£	51,690
13	£	52,956
14	£	54,246
15	£	55,566
16	£	57,021
17	£	58,311
18	£	59,742
19	£	61,200
20	£	62,694
21	£	64,221
22	£	65,784
23	£	67,383
24	£	69,033
25	£	70,716
26	£	72,447
27	£	74,208
28	£	76,023
29	£	77,883
30	£	79,788
31	£	81,741
32	£	83,745
33	£	85,800
34	£	87,897
35	£	90,054
36	£	92,253
37	£	94,521
38	£	96,834
39	£	99,165
40	£	101,619
41	£	104,127
42	£	106,713
43	£	108,272

**SEN Allowance**

1	£	2,064
2	£	4,077

## **Appendix B**

### ***School Staffing Structure:***

Teaching and Learning responsibility payments (TLRs)

TLRs are awarded to the holders of the posts indicated in the staffing structure below:

**2a** (M+1) to a teacher who holds a specific management/leadership responsibility such as a KS3 responsibility, vocational education responsibility, enrichment responsibility or subsidiary subject responsibility; or the equivalent of any of these roles.

**2b** (M+2) to a teacher who holds a second in department position in a core department, head of a smaller department; or subsidiary department or its equivalent in terms of leadership/management responsibility.

**2c** (M+3) to a Learning Co-ordinator / head of a non-core department or the equivalent in terms of management/leadership responsibility.

**1b** (M+4) to a Head of Sixth Form, head of a core department or teachers with a combination of responsibilities equivalent to this.

## Appendix C

### Chauncy Professional Skills Level Descriptors

Name	Pay Point	Date	Self/School Assessment								
Professional Area	Relevant Standards	Band 1 TEACHER			Band 2 ACCOMPLISHED TEACHER			Band 3 EXPERT TEACHER* (see note below)			
		M1	M2	M3	M4	M5	M6	U1	U2	U3	
<b>PROFESSIONAL PRACTICE</b>	1.1(1); 1.2(2,3,5) 1.3(1,3) 1.4(1,2,3) 1.5 All 1.6(1) 1.7 (1,2,3) 1.8(3) 2.1(2,4) Preamble	Many – but not all – aspects of teaching over time are good.			All aspects of teaching over time are good.			Many aspects of teaching over time are outstanding.			
<b>PROFESSIONAL OUTCOMES</b>	1.1(2) 1.2(1,2,3) 1.5(1) 1.6(3,4) Preamble	With appropriate additional support, most pupils progress in line with school expectations.			Most pupils progress in line with school expectations without additional support.			Significant numbers of pupils exceed school expectations.			
<b>PROFESSIONAL RELATIONSHIPS</b>	1.1(1) 1.6(4) 1.7(4) 1.8 (2,3,5) 2.1(1,3,4) Preamble	Positive working relationships established with pupils, colleagues and parents.			These working relationships result in good progress by all groups of pupils and productive sharing of professional practice with others.			Working relationships with colleagues are characterised by an enthusiastic commitment to helping them overcome professional challenges.			
<b>PROFESSIONAL DEVELOPMENT</b>	1.2(4,5) 1.3(1,2,4,5) 1.4(5) 1.5(2,3,4) 1.6(1) 1.8(4) 2.1(2) 2.3 Preamble	Develops professional practice in line with advice from more experienced colleagues			Takes a proactive role in identifying areas for professional development, accessing advice and adapting practice.			Proactively leads the professional development of others in a way which leads to improved outcomes for pupils.			

<b>PROFESSIONAL CONDUCT</b>	1.1(3) 1.7(1) 1.8(1) 2.1(all) 2.2 2.3 Preamble	Meets the standards for professional conduct set out in the Teachers' Standards.	Meets the standards for professional conduct set out in the Teachers' Standards.	Meets the standards for professional conduct set out in the Teachers' Standards.
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\*Note on the table contained in appendix C

With respect to the upper band (Band 3); it is envisaged that teachers within this band will be set more demanding Appraisal targets and maintain the qualities of an “expert teacher” in a sustained fashion with respect to all 5 elements set out in the table in order to make continued progression within the band. Progression in this band will be, typically, one increment every two years. This reflects the requirement for *sustained* “expertise” in the classroom and beyond.

## **Appendix D**

The advice from the DFE in July 2014 was to only consider modifying the senior leadership pay structure (including for The Headteacher) should there be significant changes in the structure of the leadership team, a change in headteacher etc. This appendix is based on the Herts. County model policy and it may be sensible to review this in July 2015 or at a time when the leadership team changes.

Colour codes: yellow = no change to pay structures other than establishing new bands

pink = a more radical alternative also suggested by Herts.

### **6.2 Headteacher**

#### **Option 1 – No change to pay structure except to establish pay bands within the ISR**

6.2.1 The governing body will assign a seven point Individual School Range based on the school group size and any permanent additional relevant factors as determined within the framework of the School Teachers' Pay and Conditions document. These additional factors will relate to the school context and challenge, and the wider accountability of the head teacher, which may also include circumstances where:

- the school is a school causing concern;
- without such additional payment the governing body considers that the school would have substantial difficulty filling a vacant head teacher post;
- without such additional payment the governing body considers the school would have substantial difficulty retaining the existing head teacher;
- the head teacher has additional permanent responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

6.2.2 The Individual School Range will be established in 3 pay bands as set out in Appendix 4 of this policy, and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. Other than in exceptional circumstances, the Individual School Range will not exceed 25% of the maximum of the school group size. The governing body will ensure that other than in exceptional circumstances, there is no overlap of salary bands between the head teacher and other leadership posts (delete if not applicable).

- 6.2.3 In addition, the governing body may consider an additional payment to the head teacher in respect of temporary additional duties and responsibilities, e.g. where they are providing services to other schools as a consultant leader, school improvement partner, local or national leader of education etc. including where the head teacher is appointed as a temporary head teacher of one or more additional schools, not included as a permanent factor in the calculation of the ISR. The additional payment will be time limited and will not exceed 25% of the salary agreed under paragraph 6.2.1 or 25% of the maximum of the school group size, whichever is the lower.
- 6.2.4 In wholly exceptional circumstances the governing body may consider a payment in excess of 25%. In such circumstances the governing body will seek external independent advice.
- 6.2.5 The governing body may also award an additional payment, outside the restrictions of the above paragraphs, and which will not be included in the calculation of the ISR, in respect of :
- Residential duties as a requirement of the post (delete if not appropriate)
  - Housing or relocation costs
- 6.2.6 The governing body will calculate the head teacher group size at the start of each academic year and determine the appropriate Individual School Range for the year. The governing body will determine the group size for the school in accordance with the provisions of the School Teachers' Pay and Conditions Document.
- 6.2.7 In setting the ISR the governing body will have regard to the indicative salary points for the leadership range contained within the relevant School Teacher's' Pay and Conditions Document.
- 6.2.8 On appointment the salary of the head teacher will be within the agreed Individual School Range on one of the first 4 points. (delete if not applicable) according to the experience of the successful candidate, matched against the Governors' leadership skills level descriptors.

OR

- 6.2.8 On appointment the salary of the head teacher will be within the agreed Individual School Range up to a maximum of ..... (insert school policy e.g. the penultimate point) on the agreed range for an outstanding candidate, matched against the Governors' leadership skills level descriptors.

- 6.2.9 Progression on the ISR for the head teacher will be subject to a review of the head teacher's performance set against the annual appraisal review and the Governors' leadership skills level descriptors. The head teacher will not move from Band 1 to Band 2, or from Band 2 to Band 3 on the ISR until all the elements of the Governors' leadership skills level descriptors for the post for either Band 2 or band 3 respectively have been met.
- 6.2.10 The governing body may award one increment for sustained high quality performance against the criteria in paragraph 6.2.9 above or may award two or more increments where performance has been exceptional and exceeded the expectations set out in paragraph 6.2.9.
- 6.2.11 Where performance has not been of a sustained high quality the governing body may decide that there should be no pay progression. The pay review for the head teacher will be completed by (insert date as per appraisal policy)
- 6.2.12 The Governing Body has determined that a head teacher appointed to band 1 on the ISR would, other than in exceptional circumstances, be expected to have progressed to Band 2 within ..... years (insert school expectations – e.g. a maximum of 2 / 3 years) of taking up their post. In circumstances where the head teacher's performance is not at that level this will be addressed through the school's appraisal, and possibly capability procedure (Delete this paragraph if not applied or if a banded structure for the ISR has not been adopted)
- 6.2.13 The governing body will ensure that reasons for setting the ISR at a given level are recorded and that the process for the determination of the head teacher's salary is fair and transparent.

## **Option 2 New Pay Structure**

- 6.2.1 The governing body will assign an Individual School Range based on the school group size and any permanent additional relevant factors as determined within the framework of the School Teachers' Pay and Conditions document. These additional factors will relate to the school context, and challenge and the wider accountability of the head teacher which may also include circumstances where:
- the school is a school causing concern;
  - without such additional payment the governing body considers that the school would have substantial difficulty filling a vacant head teacher post

- without such additional payment the governing body considers the school would have substantial difficulty retaining the existing head teacher; or
- the head teacher has additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

6.2.2 The ISR will consist of ..... pay points (insert number of pay policy), established in 3 pay bands as set out in Appendix 4 of this policy, and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. The Governors have agreed that the pay points to be applied for leadership posts will be as set out in Appendix 4 of this policy (Insert if appropriate)

**OR**

6.2.2 The ISR for the school will be within the range £..... to £..... with no set pay points but established in 3 pay bands as set out in Appendix 4 of this policy, and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. The Governors have agreed that the pay points to be applied for leadership posts will be as set out in Appendix 4 of this policy (Insert if appropriate)

6.2.3 The Governors have agreed to have regard to the indicative salary points for the leadership range contained within the relevant School Teachers' Pay and Conditions Document.

**OR**

6.2.3 In setting the ISR the Governing Body will use the school pay points for the leadership range as set out in Appendix 4.

6.2.4 Other than in exceptional circumstances, the Individual School Range will not exceed 25% of the maximum of the school group size. The governing body will ensure that other than in exceptional circumstances, there is no overlap of salary bands between the head teacher and other leadership posts (delete if not applicable)

6.2.5 In addition, the governing body may consider an additional payment to the head teacher in respect of temporary additional duties and responsibilities, e.g. where they are providing services to other schools as a consultant leader, school improvement partner, local or national leader of education etc., including where the head teacher is appointed as a temporary head teacher of one or more additional schools, not included as a permanent factor in the calculation of the ISR. The additional payment will be time limited and will not exceed 25% of the

salary agreed under paragraph 6.2.1 or 25% of the maximum of the school group size, whichever is the lower.

- 6.2.6 In wholly exceptional circumstances the governing body may consider a payment in excess of 25%. In such circumstances the governing body will seek external independent advice.
- 6.2.7 The governing body may also award an additional payment, outside the restrictions of the above paragraphs, and which will not be included in the calculation of the ISR, in respect of:
- Residential duties as a requirement of the post (delete if not appropriate)
  - Housing or relocation costs
- 6.2.8 The governing body will calculate the head teacher group size at the start of each academic year and determine the appropriate Individual School Range for the year. The governing body will determine the group size for the school in accordance with the provisions of the School Teachers' Pay and Conditions Document.
- 6.2.9 On appointment the salary of the head teacher will be within the agreed Individual School Range determined according to the experience of the successful candidate up to a maximum of (insert school policy e.g. the penultimate point on the agreed range for an outstanding candidate. (need to leave some headroom for PRP as per STP&C)), matched against the Governors' leadership skills level descriptors.

**OR**

- 6.2.9 On appointment the salary of the head teacher will be within the agreed Individual School Range and will be determined according to the experience of the successful candidate subject to not exceeding ..... (insert value e.g. £3,000 below the max of the ISR / 90% of the max of the ISR etc. (need to leave some headroom for PRP as per STP&C)), matched against the Governors' leadership skills level descriptors.
- 6.2.10 Progression on the ISR for the head teacher will be subject to a review of the head teacher's performance set against the annual appraisal review and the Governors' leadership skills level descriptors. The head teacher will not move from Band 1 to Band 2, or from Band 2 to Band 3 on the ISR until all the elements of the Governors' leadership skills level descriptors for the post for either Band 2 or band 3 respectively have been met.

6.2.11 The governing body may award progression of one point for sustained high quality performance against the criteria in paragraph 6.2.10 above or may award two or more points where performance has been exceptional and exceeded the expectations set out in paragraph 6.2.10.

**OR** (where there are no fixed pay points)

6.2.11 The governing body may award a pay increase as it deems appropriate according to the teacher's level of performance against the criteria set out in paragraph 6.2.10 This may be a percentage increase or a fixed value within the pay range.(Insert school policy)

6.2.12 Where performance has not been of a sustained high quality the governing body may decide that there should be no pay progression. The pay review for the head teacher will be completed by (insert date as per appraisal policy)

6.2.13 The Governing Body has determined that a head teacher appointed to band 1 on the ISR would, other than in exceptional circumstances, be expected to have progressed to Band 2 within ..... years (insert school expectations – e.g. a maximum of 2 / 3 years) of taking up their post. In circumstances where the head teacher's performance is not at that level this will be addressed through the school's appraisal, and possibly capability procedure (Delete this paragraph if not applied or if a banded structure for the ISR has not been adopted)

6.2.14 The governing body will ensure that reasons for setting the ISR at a given level are recorded and that the process for the determination of the head teacher's salary is fair and transparent.

### **6.3 Other Leadership Posts**

#### **Option 1 – No structural change other than to establish pay bands within the relevant leadership pay range**

6.3.1 The governing body will determine a 5 point pay range for all other leadership posts from within the indicative pay points for the leadership scale contained in the School Teachers' Pay and Conditions Document.

6.3.2 The relevant leadership range will be established in 3 pay bands as set out in Appendix 4 of this policy, and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts. In the absence of the head teacher, a post with a designated deputy role will be

appropriately remunerated above the range for other leadership posts.  
(delete if appropriate) (no longer required in STP&CD)

- 6.3.3 Other than in exceptional circumstances, the governing body will ensure that there is no overlap of pay points between the head teacher and any other leadership post. (delete if not applicable) (no longer required in STP&CD)
- 6.3.4 On appointment a teacher paid on the leadership scale will be appointed according to experience at any point below the maximum of the range. / on one of the first 3 points on the pay range.-(delete / amend as appropriate)-(must give room for performance pay progression) matched against the Governors' leadership skills descriptors.
- 6.3.5 The pay range for teachers paid on the leadership spine will be reviewed (insert date – e.g. 1 September each year) or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to consider a retention payment for a member of staff on the leadership spine.
- 6.3.6 Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review and the Governors' leadership skills level descriptors. The teacher will not move from Band 1 to Band 2, or from Band 2 to Band 3 on the relevant leadership pay range until all the elements of the Governors' leadership skills level descriptors for the post for either Band 2 or band 3 respectively have been met.
- 6.3.7 The governing body may award one increment for sustained high quality performance against the criteria set out in paragraph 6.3.6 above or two or more increments where performance has been exceptional against the criteria set out in paragraph 6.3.6.
- 6.3.8 Where performance has not been of a sustained high quality the governing body may decide that there should be no pay progression. The pay review will be completed by (insert date as per appraisal policy).
- 6.3.9 The Governing Body has determined that a teacher appointed to Band 1 on the relevant leadership pay range would, other than in exceptional circumstances, be expected to have progressed to Band 2 within ..... years (insert school expectations – e.g. a maximum of 2 years) of taking up their post. In circumstances where the teacher's performance is not at that level this will be addressed through the school's appraisal, and possibly capability procedure (Delete this paragraph if not applied or if a banded structure for the leadership range has not been adopted)

6.3.10 The governing body will ensure that the reasons for setting the pay range at a given level are recorded and that the process for the determination all leadership posts is fair and transparent.

**OR**

**Option 2 - New Pay Structure**

6.3.1 As for the head teacher, the governing body will appoint all leadership posts on a pay range of ..... points (insert number of points) / on a range between specified salary values. (delete as appropriate)

**OR**

6.3.1 The governing body will set an individual pay range for each leadership post but will not establish any fixed pay points.

6.3.2 The relevant leadership range will be established in 3 pay bands as set out in Appendix 4 of this policy, and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts. A post with a designated deputy role in the absence of the head teacher will be remunerated accordingly above the range for other leadership posts. (delete if appropriate) (no longer required in STP&CD)

6.3.3 The governors have agreed that the pay points to be applied for leadership posts will be as set out in Appendix 4 of this policy

6.3.4 The governors have agreed to have regard to the indicative salary points for the leadership range contained within the STP&CD. but established in 3 pay bands as set out in Appendix 4 of this policy.

**OR**

6.3.4 The Governors have adopted school pay points for the leadership range.

6.3.5 Other than in exceptional circumstances, the governing body will ensure that there is no overlap of pay points between the head teacher and any other leadership post. (delete if not applicable) (no longer required in STP&CD)

6.3.6 On appointment a teacher paid on the leadership scale will be appointed according to experience at a salary below the maximum of the range. / on one of the first 3 points on the pay range.—(delete / amend as

appropriate)-(must give room for performance pay progression), matched against the Governors' leadership skills level descriptors.

- 6.3.7 The pay range for teachers paid on the leadership spine will be reviewed (insert date – e.g. 1 September each year) or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to consider a retention payment for a member of staff on the leadership spine.
- 6.3.8 Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review and the Governors' leadership skills level descriptors. The teacher will not move from Band 1 to Band 2, or from Band 2 to Band 3 on the relevant leadership pay range until all the elements of the Governors' leadership skills level descriptors for the post for either Band 2 or band 3 respectively have been met.
- 6.3.9 The governing body may award one increment for sustained high quality performance against the criteria set out in paragraph 6.3.8 above or two increments or more where performance has been exceptional against the criteria set out in paragraph 6.3.8

OR (where there are no fixed pay points)

- 6.3.9 The governing body may award a pay increase as it deems appropriate according to the teacher's level of performance against the criteria set out in paragraph 6.3.8. This may be a percentage increase or a fixed value within the pay range. (Insert school policy)
- 6.3.10 Performance has not been of a sustained high quality the governing body made decide that there should be no pay progression. The pay review will be completed by (insert date as per appraisal policy).
- 6.3.11 The Governing Body has determined that a teacher appointed to Band 1 on the relevant leadership pay range would, other than in exceptional circumstances, be expected to have progressed to Band 2 within ..... years (insert school expectations – e.g. a maximum of 2 years) of taking up their post. In circumstances where the teacher's performance is not at that level this will be addressed through the school's appraisal, and possibly capability procedure (Delete this paragraph if not applied or if a banded structure for the leadership range has not been adopted)
- 6.3.12 The governing body will ensure that the reasons for setting the pay range at a given level are recorded and that the process for the determination all leadership posts is fair and transparent.