PAY AND CONDITIONS OF SERVICE POLICY

ARCHBISHOP TENISON'S CE HIGH SCHOOL

POLICY NO 26

1 INTRODUCTION

As Archbishop Tenison's CE High School is a church school, the Governing Body seeks to ensure that the Christian ethos permeates the whole life of the school. This policy is designed to support this ethos by enabling the recruitment, retention and development of all staff and in turn making it possible for pupils to benefit from a high quality of education in an ordered Christian community. The Governing Body seeks to ensure that all staff, both teaching and support staff, are valued and receive appropriate recognition and reward for their contribution to the life of the school.

The effective running of the school depends on the commitment of every person who works in it. Every member of staff is an integral part of the school community and contributes to its life and ethos. The school's character is realised in daily actions. Our underlying Christian educational vision brings with it the challenge to recruit, appoint, induct, guide, equip, manage, lead and develop staff in a way consistent with our calling as a church school. The purpose of this policy is to set out what that standard means in practice.

2 AIM OF THE POLICY

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

3 EQUAL OPPORTUNITIES

The Governing Body will comply with relevant equalities legislation:

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

- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010

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

In applying this policy adjustments will be made to take account of special circumstances. The exact adjustments will be made on a case-by-case basis, depending on the individual teacher's circumstances and the school's circumstances.

4 CONTRACTS AND JOB DESCRIPTIONS

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

Job descriptions will be reviewed annually, at the time of the annual pay review and the contents will be discussed with the member of staff concerned. Job descriptions may also be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school.

5 JOB RELATIVITY WITHIN THE SCHOOL AND DIFFERENTIALS

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

6 AVAILABILITY OF INFORMATION

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

7 DISCRETIONARY PAY AWARDS

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

8 SAFEGUARDING

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

9 GOVERNING BODY OBLIGATIONS

The Governing Body will fulfil its obligations to:

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

The Governing Body is responsible for ensuring that a school pay and conditions of service policy is in place and that it is followed for all staff. The policy is administered by the Pay Committee, which has been given delegated powers by the Governing Body to take decisions on its behalf.

The Governing Body will need to consider any updated pay policy and assure themselves that (1) appropriate arrangements for linking appraisal to pay are in place, that (2) they can be applied consistently and (3) that their pay decisions can be objectively justified.

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

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

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

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

10 PAY COMMITTEE

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

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

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

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

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

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

Decisions on the pay of the Headteacher will be communicated by the Chair of the Pay Committee, in writing.

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

- to achieve the aims of the whole school pay and conditions policy in a fair and equal manner;
- to apply the criteria set by the whole school pay and conditions policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations in respect of pay or conditions of service and the application of appropriate polices and processes;
- to note clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full Governing Body;
- to advise the Governing Body of the implications of pay decisions for the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion;

- to keep abreast of relevant developments and to advise the Governing Body when the school's pay policy needs to be revised;
- to work with the Head in ensuring that the Governing Body complies with the Appraisal Regulations 2012 (teachers);
- to approve the staffing complement and staffing structure for the school;
- except in the case of a Headteacher, to recruit and appoint staff as necessary, delegating all or part of the process to the Headteacher as they feel appropriate, ensuring that at all times their procedures satisfy statutory requirements;
- to provide one of the two appraisers required to appraise the Headteacher;
- to determine any application for early retirement and the level of enhancement of pension payments and lump sum payment;
- to be the first committee to deal with potential redundancy situations and to be empowered to take decisions on behalf of the Governing Body arising from the outcome of trade union consultations, including the determination of selection criteria, receiving reports from the Headteacher of individual representations and, where necessary, determining cessation of employment on the grounds of redundancy.

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

The Chair of the Pay Committee will make a report to the Full Governing Body annually. This report will either be received or referred back. Reference back may occur only if the Pay Committee has exceeded its powers under the policy, or the budget allocated for pay has been exceeded.

11 HEADTEACHER

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

- develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the appraisal and pay policies;
- submit any updated appraisal and pay policies to the Staff Development and Welfare Committee for approval by the Governing Body;
- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;

- submit pay recommendations to the Pay Committee and ensure the committee/ Governing Body has sufficient information upon which to make pay decisions;
- ensure that teachers are informed about decisions reached; and that records are kept of recommendations and decisions made.

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

12 TEACHERS

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

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

13 ANNUAL SALARY REVIEW

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

Notification of pay decisions

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

Appeals procedure

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

14 PERFORMANCE APPRAISAL

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

The Headteacher will moderate objectives to ensure consistency and fairness; the Headteacher will also moderate performance assessment and ensure that pay recommendations to the Governors are made consistently and fairly.

A SUPPORT STAFF

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

B TEACHING STAFF

Headteacher - On appointment

For appointments on or after 1 September 2013, the Governing Body will determine the pay range to be advertised and agree pay on appointment, taking account of the full role of the Headteacher (Part 9) and in accordance with paragraphs 11 & 6.2(e) and paragraphs 11-26 of the section 3 guidance: the Pay Committee will review the school's Headteacher group and the Head's Individual School Range (ISR) in accordance with paragraphs 7, 8, & 10

- if the Headteacher takes on permanent accountability for one or more additional schools, the Pay Committee will set an ISR in accordance with the provisions of paragraphs 11.2.4 & 6.2(e);

- the Pay Committee will have regard to the provisions of paragraph 11.2.2 and will also take account of any other permanent payments made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- the Pay Committee will exercise its discretion under paragraph 6.2(e) and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate;
- the Pay Committee will consider exercising its discretion to award a discretionary payment under 11.5(b) where the Governing Body consider the school would have difficulty recruiting to the vacant Headteacher post;
- the Pay Committee will consider the need to award any further discretionary payments to a Headteacher in line with paragraph 11.4.1 to 11.6.2;
- The Pay Committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the Governing Body which in turn will seek external independent advice before providing such agreement.

Serving Headteachers

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

- the Pay Committee will review the Headteacher's pay in accordance with paragraph 6.2(b) of the Document and award up to two performance points where there has been a sustained high quality of performance, having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the Headteacher's most recent appraisal report;
- the Pay Committee may determine the Head's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (paragraph 12 of section 3 guidance);
- if the Pay Committee makes a determination to change the ISR, it will determine the Head's ISR within the group range for the school, in accordance with paragraph 11; and paragraph 13 of the section 3 guidance;
- if the Headteacher takes on temporary accountability for one or more additional schools, the Pay Committee will consider awarding a discretionary payment under paragraphs 11.4.2 and 11.5(d);

- the Pay Committee will consider the use of discretionary payments, as per the provisions of paragraphs 11.4.1 to 11.6.2;
- The Pay Committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in paragraph 11.6.2. However, before agreeing to do so, it will seek the agreement of the Governing Body which in turn will seek external independent advice before providing such agreement.

Deputy/Assistant Headteachers - On appointment

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

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

Serving Deputy/Assistant Headteachers

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

ACTING ALLOWANCES

Acting allowances are payable to teachers who are assigned and carry out the duties of Head, Deputy Head or Assistant Head in accordance with paragraph 30 of the Document. The Pay Committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of Head, Deputy Head, or Assistant Head, for a period of four weeks or more, will be paid at an appropriate point of the Head's ISR, Deputy Head range or Assistant Head range, as determined by the Pay Committee. Payment will be backdated to the commencement of the duties.

Classroom Teacher - On appointment

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

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

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

Pay progression for existing main pay range teachers, effective from 1 September 2016

The Pay Committee will use reference points. Therefore the pay scale for main pay range teachers as at 1st September 2016 in this school is:

Outer London	Minimum (M1)	£26,139
	Reference point 1 (M2)	£27,759
	Reference point 2 (M3)	£29,477
	Reference point 3 (M4)	£31,302
	Reference point 4 (M5)	£33,957
	Maximum (M6)	£36,906

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

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

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

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

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

Further information, including sources of evidence is contained in the school's appraisal policy. Annexe C contains the form used by the Headteacher to structure conversations with teaching staff about pay progression and the criteria for the Main Pay Range to be used as a reference point. Quarterly reviews with immediate line managers will give teaching staff regular opportunities to reflect on their progress in the different aspects of their work which will be taken into account.

The Pay Committee will be advised by the Headteacher in making all such decisions. Any decision (i.e. no movement, one point, two points) will be clearly attributable to the performance of the teacher in question. The committee will be able to justify its decisions. Decisions will be made in November (following the annual Appraisal Review in October) and any increase backdated to September 1st.

UNQUALIFIED TEACHERS - On appointment

The Pay Committee will pay any unqualified teacher in accordance with paragraph 19 of the Document. The committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The committee will consider whether it wishes to pay an additional allowance, in accordance with paragraph 28.

Pay progression effective from 1 September 2017

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

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

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

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

Information on sources of evidence is contained within the school's appraisal policy. Quarterly reviews with immediate line managers will give teaching staff regular opportunities to reflect on their progress in the different aspects of their work which will be taken into account.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

APPLICATIONS FOR THRESHOLD

If a teacher reaches M6 on 1 September and applies before 31 October of that year, their applications will be assessed using the Document 2012 (paragraph 20), i.e. against the Teachers' Standards and the post-threshold standards, having regard to the most recent appraisal reviews.

APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

From 1 September 2013, any qualified teacher can apply to be paid on the Upper Pay Range. If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This school will not be bound by any pay decision made by another school.

All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, in this school, including any recommendation on pay. Where such information is not applicable or

available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

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

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

- complete the school's application form;
- submit the application form and supporting evidence to the Headteacher by the cut-off date of 31st December;
- the Headteacher will assess the application, which will include a recommendation to the Pay Committee;
- The Pay Committee will make the final decision, advised by the Headteacher;
- Teachers will receive written notification of the outcome of their application by 31st March. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);
- If requested, oral feedback will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and include advice and support on areas for improvement in order to meet the relevant criteria;
- Successful applicants will move to the minimum of the UPR on 1 September of the following year;
- Unsuccessful applicants can appeal against the decision. The appeals process is set out at the back of this pay policy.

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

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

In this school, this means:

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

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

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

Further information, including information on sources of evidence is contained within the school's appraisal policy. Annexe C contains the form used by the Headteacher to structure conversations with teaching staff about pay progression and the criteria for the Upper Pay Range to be used as a reference point.

UPPER PAY RANGE

Pay progression effective from 1 September 2017

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

- paragraph 21 and the criteria set out in paragraph 17.2 of the Document 2013;
- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives; appraisal objectives will become more challenging as the teacher progresses up the Upper Pay Range;
- evidence that the teacher has maintained the criteria set out in paragraph 17.2, namely that the teacher is highly competent in all

elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled, "Applications to be paid on the Upper Pay Range".

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

The Pay Committee will use reference points. The pay scale for the Upper Pay Range in this school as at 1st September 2016 is:

Outer London –	Minimum point 1a (U1)	£39,127
	Reference point 1b	£39,864
	Reference point 2a (U2)	£40,575
	Reference point 2b	£41,340
	Maximum point 3 (U3)	£42,077

Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and have made good progress towards their objectives, the teacher will move up one annual point on the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the Pay Committee will use its flexibility to decide on enhanced progression of up to two annual points on the UPR. Teaching should be 'outstanding' as defined by Ofsted.

Further information, including sources of evidence is contained within the school's appraisal policy. Annexe C contains the form used by the Headteacher to structure conversations with teaching staff about pay progression and the criteria for the Upper Pay Range to be used as a reference point. Quarterly reviews with immediate line managers will give teaching staff regular opportunities to reflect on their progress in the different aspects of their work which will be taken into account.

The Pay Committee will be advised by the Headteacher in making all such decisions. Decisions will be made in November/December (following the annual Appraisal Review in October) and any increase backdated to September 1st.

TEACHING AND LEARNING RESPONSIBILITY PAYMENTS

The Pay Committee may award a TLR to a classroom teacher in accordance with paragraph 23 - 25 of the Document and paragraphs 31 to 37 of the section 3 guidance. TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out at paragraph 23 - 25.

The Pay Committee may award a TLR3 of between £500 to £2500: for clearly time-limited school development projects or for one-off externally driven responsibilities as set out in paragraph 25.1. The Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3.

TLR Pay scales for our School as at 1st September 2016:

TLR	2a	£2,640	1a	£7,632
	2b	£4,392	1b	£9,372
	2c	£6,432	1c	£11,136
			1d	£12,876

SPECIAL NEEDS ALLOWANCE

The Pay Committee will award an SEN spot value allowance on a range of between £2085 and £4116 (figures correct as at 1st September 2016) to any classroom teacher who meets the criteria as set out in paragraph 27 of the Document.

When deciding on the amount of the allowance to be paid, the Governing Body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post (paragraph 27.3 of the Document). The Governing Body will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The Governing Body will take account of paragraphs 38 to 43 of the section 3 guidance.

SEN Pay Scales for our School as at 1st September 2016:

SEN 1 £2,088 SEN 2 £4,116

PART-TIME EMPLOYEES

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

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

TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

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

ADDITIONAL PAYMENTS

In accordance with paragraph 46 of the Document and paragraphs 67-77 of the section 3 guidance, the Governing Body may make payments as they see fit to a teacher, including a Headteacher in respect of:

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

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

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

RECRUITMENT AND RETENTION INCENTIVE BENEFITS

The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or

retention incentive (paragraph 47 of the Document and paragraphs 78 -81 of the section 3 guidance).

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

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

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

CONCLUSION

This policy has been agreed by the Governing Body of Archbishop Tenison's CE High School on 21st June 2017 and supersedes all previous pay and conditions of service policies.

Mr R Mash, Chair of Governors, 21st June 2017

APPENDIX A: SUPPORT STAFF IN CROYDON

Extracts from London Borough of Croydon Model Pay Policy (Support Staff)

1 STAFFING STRUCTURE

1.1 The school has agreed a staffing structure for support staff working at the school and this is attached at Appendix 1. The structure ensures that there is appropriate line management of all staff.

1.2 The work to be undertaken by each postholder and the outcomes to be achieved will be set out in a role profile, along with a person specification setting out the criteria for each post. Role profiles are available from the school or from www.croydonhr.co.uk

1.3 The appointment of support staff is the responsibility of the governing body.

1.4 The arrangements for filling vacancies will be as set out in the school's policy on Recruitment and Selection.

2 GRADING OF POSTS

2.1 The school will consult the Council about the grading of all support staff posts in accordance with the requirements of the School Standards and Framework Act 1998.

2.2 The school acknowledges that the Council has, as part of its Single Status Agreement, a recognised process to determine the salary grade for all posts within Croydon schools.

3 STARTING SALARY POINT

3.1 The actual pay point within the salary range for each newly appointed employee will be at the minimum spinal column point (scp) of the grade unless:

(i) The person appointed is an existing employee of Croydon Council (or an employee of the governing body of a voluntary aided or foundation school within the LA) and the employee is being redeployed. Please refer to the www.croydonhr.co.uk. for the schools redeployment policy and salary protection.

(ii) The person appointed is not currently paid on a salary range assessed in accordance with the salary policy of Croydon Council, in which case a starting salary point above the minimum of the range may be agreed by the Headteacher in exceptional circumstances, taking into account the difficulty in recruiting to the post and the newly appointed employee's:

(a) current actual pay

(b) recent relevant experience and qualifications.

4 INCREMENTAL PROGRESSION AND ACCELERATION

4.1 Unless staff are appointed on the top spinal point of their grade staff are entitled to incremental progression to the top of their grade, subject to satisfactory annual assessment under the school's adopted appraisal scheme. Annual increments, where applicable, are payable on 1st April each year. The first increment will be payable as follows:-

Date of Commencement of Employment	First Increment
1st October to 31st March	After the completion of 6 months' service in the Grade.
1st April to 30th September	On the 1st April following the appointment.

5 TERM TIME ONLY WORKING AND ANNUAL LEAVE

Term Time Working

5.1 The calculation for support staff who work term-time only for a full holiday entitlement is 7.2 or 7.6 weeks (made up of 28 or 33 days annual leave plus 8 bank holidays) for the number of weeks worked in a year. For staff who works 39 weeks each year this will mean their pay is based on 46.2 or 47.2 working weeks.

All Year Round Working

5.2 The annual leave year extends from 1st April to 31st March. All leave should be requested and taken only after agreement with the Headteacher and line manager concerned. All leave is agreed subject to service requirements and the school reserves the right to require staff to take leave on dates determined by the school. The whole year entitlement is as follows:

(a) Basic Entitlement:

Staff on grades between Grade 1 and Grade 10	28 days (5.6 weeks)
Staff on grades Grade 11 and above	33 days

(b) Staff with at least 5 years' continuous local government employment: 33 days (6.6 wks)

5.3 Part time staff leave entitlement will be pro-rata to the leave entitlement of full time staff. Dependent on staff work pattern, this entitlement may be converted into hours. New entrants to the school will be granted annual leave proportionate to their service during their leave year of entry.

5.4 The school will have discretion when filling a vacant post to determine the number of weeks and the number of hours per week for which the employee will be contracted to work. In addition, the school will ensure that staff receives the appropriate pro-rata payments for holidays in accordance with the National Conditions of Service.

5.5 The contract issued will show the number of hours and weeks to be worked. Staff will receive equal payments each month throughout the year except where extra payment is to be made for any temporary additional hours worked

6 AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS

Working Hours and Pay

6.1 The following rates of pay will apply to hours worked as part of staff normal working week:

(i) Monday to Saturday, between 7am and 7pm will be paid at staff normal hourly rate.

(ii) Monday to Saturday, before 7am and after 7pm will be paid at staff normal hourly rate, enhanced by 33%.

(iii) Sunday, any time, will be paid at staff normal hourly rate, enhanced by 75%.

For staff at grade 12 or above, payment will be paid at plain time.

Shift Working

6.2 If a member of staff is engaged on shift work they will receive either a 10% or 17% enhancement of basic pay depending on their shift pattern as specified below:

(i) 10% will be paid for shifts where the period covered by shifts is 11 or more hours; there are at least four hours between the starting times of the earliest and latest shift; and the shift pattern is in place for at least 5 days a week

(ii) 17% will be paid for shifts where the period covered by shifts is 24 hours; shifts are worked on a rota basis; and the shift pattern is in place for at least 6 days a week

6.3 Providing the qualifying conditions are met, staff will receive the enhanced hourly rates for Sunday working and night working in addition to the shift allowance mentioned above, save where clause 42.4 below applies.

6.4 If a member of staff is engaged on shift work and all shifts undertaken fall during night work (defined as being between 7pm and 7am) there is no entitlement to a shift allowance. In such circumstances, the enhancement of 33% to staff normal hourly rate will apply to hours worked as part of staff normal working week.

Work on Public Holidays

6.5 If staff are required to work on a public holiday staff shall, in addition to their normal pay for that day, be paid at plain time for all hours worked within staff normal working hours for that day. In addition, at a later date, staff will be allowed time off with pay as follows:

Time worked less than half the normal working hours on that day	Half Day
Time worked more than half the normal working hours on that day	Full Day

Standby and Call Out

6.6 If you are required to work standby or call out arrangements, the following apply.

6.7 Each week will be divided into 9 standby sessions, one each on Monday to Friday and two each on Saturday, Sunday and public holidays, with each standby session lasting a maximum of 12 hours.

6.8 A "flat rate" payment per call out session will apply for being on call, irrespective of the grade of the post. A standby payment of £30 per session will be made if there is a high likelihood of being called out (defined as being a 1 in 4 or greater chance of being called out) and £20 per session if the likelihood of being called out is low (defined as being lower than a 1 in 4 chance of being called out).

6.9 Time off in Lieu (TOIL) or other flexible working arrangements are considered initially as appropriate compensation for time you spend responding to work queries during a standby session. Should your manager agree that service requirements prevent you from taking TOIL, overtime payments may be made at the following rates:

(i) For staff at grade 11 or below:
- Hours worked Monday to Saturday to be paid at 133% of basic hourly pay.
- Hours worked on a Sunday to be paid at 175% of basic hourly pay.
- Hours worked on a Public Holiday to be paid at 200% of basic hourly pay.

(ii) For staff at grade 12 or above, payment will be paid at plain time.

6.10 No minimum payment of hours will apply except on Public Holidays where a minimum of 2 hours payment will be made.

7 REWARDING ADDITIONAL DUTIES (FORMALLY KNOWN AS HONORARIA)

7.1 The school recognises that there may be a need for support staff to take on additional duties where a vacancy exists, during periods of absence, leave or reorganisation or because project work beyond normal requirements has to be undertaken. The school will decide how to deal with the additional duties and will bear in mind the school's Equal Opportunities Policy when doing so. Staff will be rewarded for additional duties as a short term measure where the duration is for a minimum of 4 weeks up to a maximum of 6 months. Rewarding additional duties is a temporary arrangement and is not a permanent promotion. The governing body has adopted the School's Rewarding Additional Duties policy and procedure; please refer to www.croydonhr.co.uk for details. Where the school requires a member of staff to undertake additional duties, this will be in line with the above policy.

8 RETIREMENT

8.1 The provisions of the Local Government Pension Scheme ("LGPS") apply in relation to "normal" and "early retirement" as supplemented by the Council's policy regarding "discretionary" pension provisions.

8.2 The school has adopted the Council's policy on early retirements. In considering all cases for early retirement the school will seek early advice from the schools HR provider. A copy of the policy is available from www.croydonhr.co.uk

9 APPEAL ARRANGEMENTS – SUPPORT STAFF

9.1 Staff can appeal against a pay decision if it is for one of the following reasons:

Appeal against withholding of an increment

9.2 Staff may appeal the performance rating if it results in their annual increment being withheld. Advice from the schools HR provider will be sought if the jobholder disagrees with the overall rating given for their PDCS or if their performance rating results in their annual increment being withheld.

Further details is located in the schools PDCS policy a copy can be located in the school or from http://www.croydonhr.co.uk.

Appeal against Job Evaluation grading

9.3 Advice from the schools HR provider will be sought if the appeal relates to the grading of the post, as determined under the Single Status JE Scheme

APPENDIX B

Criteria for Progression through the Upper Pay Scale

	UPS 1a and 1b	UPS 2a and 2b	UPS 3
Experience	Normally 6 years' teaching	Normally 8 years' teaching	Normally 10 years' teaching
Appraisal	Objectives for the last two years reflect UPS standards and have been successfully met	Objectives for the last two years continue to reflect UPS standards and have been successfully met	Objectives for the last two years continue to reflect UPS standards and have been successfully met
Lesson observations	Consistently good, sometimes outstanding	Consistently good, regularly outstanding	Consistently good, often outstanding
Examination results & current pupil progress	Above or in line with national and school attainment and progress	Above or in line with national and school attainment and progress	Above or in line with national and school attainment and progress
Teaching Standards	Fully met	Fully met	Fully met
UPS Standards	Fully met	Fully met	Fully met
Overall expectation	A well-rounded teacher who: • takes responsibility for his/her own professional development, as reflected in his/her own practice and in pupil outcomes • is well respected by colleagues, pupils and parents • is a good role model for other staff	As for UPS 1-2 Also: • makes a substantial contribution to the work of a successful department and year team	As for UPS 3-4 Also: • makes a significant contribution to the development of teaching and learning in the school as a whole

This is based on a summary prepared for the Governors' Staff Development and Welfare Committee in March 2013, as part of clarifying what is expected of teachers on the Upper Scale following the 2012 changes to Teaching Standards and Performance Management.

Criteria for Progression through the Main Pay Scale

	MPS 1	MPS 2	MPS 3-4	MPS 5-6
Experience	QTS achieved prior to taking up post.		Normally 2 years' teaching	Normally 4 years' teaching
Appraisal		NQT year successfully completed.	Objectives for the last two years have been successfully met for pupil progress, quality of teaching and school responsibilities.	Objectives for the last two years have been successfully met for pupil progress, quality of teaching and school responsibilities.
Lesson observations	Regularly good, with outstanding elements		Mostly good; can be outstanding	Consistently good or outstanding
Examination results & current pupil progress	Working towards national and school attainment and progress		Normally in line with national and school attainment and progress	Fully in line with national and school attainment and progress
Teaching Standards	The 8 standards are met in day-to-day classroom practice.		The 8 standards are securely met through different aspects of the teacher's work.	The 8 standards are fully met in the teacher's work for the school as a whole.
Overall expectation	A competent teacher who: • acts on advice given • able to develop his/her practice in response to challenges which emerge with different classes • is an effective member of the teaching staff • is building good relationships with pupils, colleagues and parents alike • is starting to make a full contribution to pupil outcomes in the school		A very competent teacher who: • has learnt how to teach well • has adapted well to the demands of teaching pupils of different abilities at each Key Stage • plays an effective part in his/her department and year teams • has established good relationships with pupils, colleagues and parents alike • makes a full contribution to pupil outcomes in the school	A fully competent teacher who: • teaches well in all circumstances • is developing professionally in taking on new challenges and succeeding in new ways • plays an effective part in the development of the school • is known for his/her good relationships with pupils, colleagues and parents alike • has made a significant contribution to pupil progress & outcomes in the school

This is a summary prepared for the review of Pay Policy in July 2013, to clarify what is expected of teachers on the Main Scale following the 2013 changes to School Teachers' Pay and Conditions.

APPENDIX C – Record of Staff Progression

Name: _____ **Date: December 2017**

Appraisal Reviews: **quick summary of targets** **and, for last year, whether these were achieved** • Pupil **P**rogress • **Q**uality of Teaching • School **R**esponsibility (+ **L**eadership/Management)	**Last year** **This year**
Evidence from lesson observations (incl. work scrutiny) • Formal observations • Informal visits or mutual observations within a departmental team • Review of work and marking	**Details:**
Examination Results (and also pupil progress) • Relevant statistics for exam classes • % of targets met • Examples of individual pupil progress • Other information where relevant for any classes which did not do a public examination – e.g. end of year exam or progress grades – it may not be possible to cover every class!	**KS3** **KS4** **KS5**

Teaching Standards 1. High expectations 2. Good progress and outcomes by pupils 3. Good subject and curriculum knowledge 4. Plan and teach well-structured lessons 5. Respond to strengths and needs of all pupils 6. Accurate & productive use of assessment 7. Manage behaviour effectively 8. Wider professional responsibilities	**Recent examples** (e.g. own practice, CPD undertaken, work with colleagues, school developments) • Choose 2-3 examples of progress made in the last year • Choose 1 area of focus for the current year
Post-Threshold Standards 1. Workplace policies and practice 2. Teaching, learning and behaviour mgt. strategies 3. Assessment requirements and arrangements 4. Qualifications and specifications 5. Subject knowledge and related pedagogy 6. Development and well-being of young people 7. Designing learning sequences 8. Learners achieve well relative to prior attainment, better than national average 9. Collaboration, team membership 10. Professional development of colleagues	**(Upper Pay Scale only)** **Recent examples** (e.g. own practice, CPD undertaken, work with colleagues, school developments) • Choose 2-3 examples of progress made in the last year • Choose 1 area of focus for the current year
MPS/UPS Criteria	**Assessment**

APPENDIX D: APPEALS PROCEDURE

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

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

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

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

APPEAL HEARING PROCEDURE

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

Guidance

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

- Teachers / Headteachers should put their appeal in writing to either the Headteacher or the Governing Body; their appeal should include

sufficient details of its basis;

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

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

Appeal Procedure Steps: Informal Stage

As part of the pay determination process, the Headteacher ("the recommendation provider") will make a recommendation to the Governors' Pay Committee ("the decision maker"), supported by relevant assessment evidence. Once a teacher's pay has been determined, the Headteacher will write on behalf of the Governing Body to the teacher advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to the Pay Committee.

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

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

This will invoke the Formal Stage of the Appeal Procedure.

Appeal Procedure Steps: Formal Stage

On receipt of the written appeal, the Clerk to the Governing Body will establish an Appeal Committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working

days of the date on which the written appeal was received. Both the Headteacher and the Chair of the Pay Committee will be required to attend the meeting.

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

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

The Modified Procedure

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

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

1. The teacher must have set out details of their appeal in writing;

2. The teacher must have sent a copy of their appeal to the Chair of the Governing Body;

3. The Chair of the Governing Body will consult with relevant school personnel and provide the teacher with an appropriate written response on behalf of the school.