



**Thamesview School**

**Thong Lane, Gravesend,  
Kent DA12 4LF**

**Pay and Reward Policy**

## PAY AND REWARD POLICY

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## **PAY AND REWARD POLICY**

### **Section One: POLICY**

#### **1.1 Policy Statement**

This policy sets out the framework for making decisions regarding the pay and reward for all staff employed at this School.

The aims of this policy are to:

- maximise the quality of teaching and learning at the school
- support a culture of high performance for staff across the school
- ensure the priorities and targets within the School Development Plan are fully supported
- support the recruitment and retention of a high quality workforce
- enable the school to recognise and reward all staff appropriately and fairly for their contribution and achievements
- ensure all decisions on pay and reward are managed in a fair, just and transparent way.

The Governing Body will undertake to:

- reward all staff appropriately recognising their contribution to the school as individuals and as valued members of the school team
- use the discretions and flexibility available within the various terms and conditions to recruit, reward and retain the highest quality staff according to the needs of the school
- ensure that appropriate funding is allocated for performance pay progression for all groups of staff
- ensure all staff are treated fairly and equitably under this policy
- communicate this policy and related procedures to all staff ensuring that any appeal or other concerns are managed promptly, fairly and objectively
- ensure compliance with the principles set down by the Committee on Standards in Public Life and to maintain objectivity and transparency.

The Governing Body will need to consider appropriate pay relativities and differentials when conducting pay reviews and should be mindful of the public sector equality duty in this regard.

All pay and reward decisions should fairly reflect staff responsibilities, achievements and contributions throughout the school with regard to the relevant standards.

The Governing Body wishes to ensure that both promotion and development opportunities are widely available to all employees. The Governing Body will not promote staff through the grading system nor use other pay mechanisms to assist in securing an employee's improved pension entitlement on retirement.

The Governing Body will ensure that each member of staff has an up-to-date job description that accurately reflects the accountabilities of the post. In the case of Teachers job descriptions will reflect the requirements of the Teachers Standard for England. All job descriptions will be reviewed annually as part of the school's performance appraisal process.

The Governing Body will make use of allowances, additional payments and other incentives permitted by the appropriate terms and conditions to reward all staff who undertake additional responsibilities to a good standard of performance. This should be done through agreed personal and development plans.

## **1.2 Scope**

This Policy and Procedure applies to all Employees of Thamesview School.

## **1.3 National and Local Agreements**

The Governing Body will abide by all relevant national and local agreements with particular reference to:

- School Teachers Pay and Conditions Document, including due regard to relevant guidance documents and accompanying circulars
- Conditions of Employment for School Teachers in England and Wales (the Burgundy Book)
- Kent Range Conditions of Service (the Blue Book)

## **1.4 Review of School Structure**

The Governing Body may review the school's staffing and salary structure and any related allowances annually but may do so at any time according to the needs of the school. The Headteacher will lead on this process and will ensure there is full and proper consultation with all staff involved and all relevant recognised unions.

The Governing Body appreciates that changes to staff structures can be unsettling for staff causing concern and stress. Therefore the Headteacher must ensure that the process is conducted sensitively and fairly and ensure effective communication and appropriate treatment of staff is maintained throughout with proper consideration for the work-life balance of all involved.

Where changes to the Staffing Structure affect staffs' pay they will be issued with a revised salary statement together with details of safeguarding (where appropriate).

## **Section Two: FRAMEWORK FOR PAY DECISIONS**

### **2.1 Delegation**

The Governing Body is ultimately responsible for all pay decisions affecting staff in this school.

The Governing Body will:

- Ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner
- Ensure an annual pay review for all staff is undertaken and decisions reached through the application of any relevant criteria measured by the School's performance appraisal process
- Consider fully all recommendations for pay progression and any other relevant information made available
- To ensure all members of staff are informed individually of the outcome of the annual pay review in writing within ten working days of the decision being made
- To observe all statutory and contractual obligations
- Review changes to the policy and consult with staff and recognised unions on those proposed changes where appropriate
- To seek advice from the Local Authority where appropriate
- Maintain an accurate written record of all meetings and, having due regard to confidentiality
- Review the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect

Membership of the Governing Body will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the committee.

### **2.3 Annual Pay Review:**

The Governing Body will review the budget to be set for pay, including pay progression for all staff.

An annual review of pay shall be conducted for all staff by the Head Teacher in accordance with this Policy and will comply with equal opportunities, employment legislation and any instructions or guidance from relevant bodies such as the DfE. Pay will be assessed on the same basis for full and part time staff. This review will be presented to the Governing Body by the Head Teacher.

All decisions made by the Governing Body will take due account of the appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant.

All decisions regarding pay progression for teachers, including the Leadership Group should be made without undue delay.

These should be completed prior to or on 31st October for teaching staff and prior to or on 31<sup>st</sup> December for the Head Teacher and will be awarded with effect from 1<sup>st</sup> September each year.

Pay progression for teaching staff, including the Leadership Group, is normally with effect from 1<sup>st</sup> September unless determined otherwise within the discretions of this policy.

Decisions relating to support staff eligible for salary progression will be made without undue delay in accordance with the following timescales. Pay decisions will be made no later than 31<sup>st</sup> March and pay progression will be awarded with effect from 1<sup>st</sup> April each year.

#### **2.4 Notification to Staff**

The Chair of Governors will confirm, in writing any pay progression for the Headteacher. The Chair will also advise the school's Personnel and Payroll Manager of the decisions which have been ratified by the full Governing Body, including the group number of the school and the Headteacher's Individual School Range.

The Headteacher will be responsible for notifying all other members of staff individually, including the Leadership team in writing and informing the school's Personnel and Payroll Manager concerning decisions regarding any pay progression for this group of staff.

Notification to all qualified teachers will be given as a formal statement each year stating their salary and how it has been arrived at, as required by the appropriate STPC Document. All other staff should be given relevant and updated information, in writing, regarding their salaries.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information on the basis on which it was made.

Further information/details regarding an individual's own pay can be obtained by a written request to the Headteacher.

#### **2.5 Appeals**

Any employee may seek a review of any determination in relation to his/her pay or any other decision taken by the governing body (or a committee or individual acting with delegated authority) that affects his/her pay.

Prior to making an appeal Employees are encouraged to speak informally to their appraiser and Headteacher about any concerns they have with the pay recommendation which has been made.

Should an Employee not agree with the pay decision they may make an appeal. The arrangements and process for pay appeals are set out in Appendix 5.

#### **2.6 Absence during the Pay Review Cycle**

Consideration will be given to adjusting the pay review process where a member of staff has had a significant period of absence during the pay cycle due to maternity leave, long term sick leave or disability related absence.

The precise nature of the adjustments will be determined on a case by case basis and following discussion with the Employee but may involve using evidence available from previous cycles, part of the cycle or adjusted objectives.

Alternatively the pay decision may be deferred, with the agreement of the employee, until the employee's return to work to enable the individual to participate fully in the pay review process.

Consideration may also be given to undertaking pay reviews prior to a planned absence and basing any pay determination on the evidence of performance available to that point.

### **2.7 Equality Considerations**

The school will have due regard to equality and equal pay conditions when making pay determinations.

***Guidance note:***

*Appraisal meetings should not be denied solely because a member of staff is away from school because of maternity leave or a disability related absence. In such instances, appraisal reviews should take place as soon as is practical after return to work.*

## **Section Three: PAY AND REWARD FOR TEACHERS**

The Governing Body will ensure decisions on pay and reward are consistent with the provisions of the STPCD and take due account of any supplementary guidance issued by the DfE.

### **3.1 Qualified Classroom Teachers (Main Scale and Upper Pay Range)**

#### **3.2 Basic Pay Determination on Appointment**

The pay range for a vacant teaching post will be determined by the Headteacher prior to the post being advertised. The Headteacher will determine the starting salary within the range determined for the position at the point the job offer is made. In making such determinations the following factors will be taken into consideration:

- the nature and demands of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider school context including its ethos and principles

The school will give every regard to the current salary of a teacher appointed from another school. A teacher may be paid their current salary, however there is no assumption that a teacher will be paid at the same rate as they were in their previous school.

Schools should pay particular care not to place female employees returning from maternity or career breaks for children at a disadvantage in this regard.

The pay range for Main Pay Range appointments and criteria for pay determinations and progression are set out in Appendix 2.

### **3.3 Recruitment and Retention Incentives and Benefits**

The Governing Body may make an appropriate payment to a teacher (including the Headteacher) subject to the overall limit on discretionary payments as considered necessary

as an incentive for the recruitment or retention of a teacher. The Governing Body will determine a policy which will set out the criteria for such awards.

The Governing Body may also award other financial assistance, support or benefits, including, for example travel costs, assistance with costs of care of dependants or other support where this may assist recruitment and/or retention of a teacher.

An incentive allowance, including other financial assistance, support or benefit made for the recruitment or retention of a teacher will be reviewed after a suitable period agreed with the teacher and this will be confirmed in writing in line with the School's policy.

The Governing Body will review the level of payment of such individual awards on an annual basis.

All awards will be in line with the provisions of the STPCD and the School will ensure that due consideration will be given to the tax implications of any such benefits.

### **3.4 Special Needs Allowances**

The Governing Body will make appropriate payment of special needs allowances, which will be awarded according to the criteria in the STPCD.

SEN Allowances will be awarded within the current national range set out in Appendix 2a.

### **3.5 Teaching and Learning Responsibility Payments**

Teaching and Learning Responsibility Payments (TLRs) will be awarded to posts in the attached school staffing structure in accordance with the criterion, factors and other conditions as set out in the STPCD.

The number and nature of TLRs will be determined by consideration of the school's development plan and associated priorities whilst ensuring the school keeps within its agreed budget.

TLRs will be awarded within the current national range set out in Appendix 2a

Where a TLR is awarded on a temporary basis, to cover for maternity or sick leave or vacancies pending permanent appointment, the Governing Body will ensure the reason and length of that period is clearly set out in a revised pay statement.

The School may award a TLR3 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. 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.

### **3.6 Additional Payments**

The Governing Body will use their discretion to make appropriate additional payment to teachers (including the Headteacher) who undertake voluntary continuing professional development outside the school day.

Teachers (including the Headteacher) who agree to provide learning activities outside of the normal school hours and whose salary range does not take account of such activity will be entitled to an appropriate payment, at the discretion of The Governing Body.

Payments to part-time teachers will be made through the existing mechanisms of supply/additional hour's payments up to full-time.

Agreement to participate in out of school hours learning activities will be documented to set out the work expected and the rate of payment.

Teachers and Headteachers undertaking work outside their school for external bodies or other schools in a professional capacity shall be remunerated in line with the principles set out in Appendix 6 to this policy.

### **3.7 Pay Progression Based on Performance**

In this school all teachers will receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. These arrangements are set out in the school's appraisal policy. The school will ensure that appraisal reviewers have undertaken appropriate training.

All teachers should be able to demonstrate evidence of appropriate pupil progress in line with national standards. Other factors, including aspects of the Teacher's Professional Standards, may also be important in making sound pay decisions.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the key pay recommendations they contain. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

In the case of NQTs and teachers on training programmes leading to QTS status, whose appraisal arrangements are different, pay decisions are not automatic but will be made with reference to the requirements of the statutory induction process and/or their programme of study and in line with Thamesview's Schools pay review cycle

In usual circumstances the necessary evidence for pay progression will be available through the performance appraisal and other established management systems. In certain circumstances where evidence is not readily available the Headteacher may request that the teacher provides this.

To be fair and transparent, assessments of performance will be properly rooted in evidence. The Headteacher will ensure fairness by reviewing and moderating all pay recommendations prior to confirmation, thus ensuring a consistent application and interpretation of criteria and evidence. Where differentiated or accelerated pay progression is awarded such decisions will be rooted in evidence and applied equitably.

All decisions relating to teachers' incremental increases in pay will be delegated to the Headteacher up to and including 2 points of increase. All decisions relating to teachers' incremental increases in pay above 2 points of increase will be referred to the Governing Body for approval.

Appendix 2 sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions.

- The general expectation for a teacher to progress within the main pay range is evidence of consistently good teaching and learning

- The general expectation for teachers on the upper pay range is that the evidence will demonstrate aspects of outstanding teaching and learning.

All teachers' appraisals will contain a written report summarising the teacher's performance against objectives and teacher standards.

Pay reviews for teachers on the main pay range will normally be completed annually.

Performance reviews for teachers on the upper pay range will be completed annually and this may include consideration of any possible future pay implications, however pay progression on the upper pay range will normally be awarded every two years subject to the evidence meeting the criteria.

All teachers should be able to demonstrate evidence of appropriate pupil progress in line with national standards. Other factors, including evidence of the Teacher's Professional Standards relevant to the criteria for the range, may also be important in making sound pay decisions and this should be discussed as part of the appraisal process.

Where a teacher has joined the school part way through an appraisal cycle, the pay decision will be based on the evidence from the teacher's time at the school. Additionally, the Headteacher may, if deemed appropriate, seek further evidence from the previous school in order to make a fair and justifiable pay decision.

Final decisions regarding the pay decision will be made by the Governing Body for positions on the Leadership scale and all other teachers. All decisions will have due regard to the appraisal report and will take into account any advice from the senior leadership team of the school.

Teachers will usually be notified of the outcome of the pay decisions before 31<sup>st</sup> October each year or as soon as possible after this date. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and will be backdated

The Governing Body will consider its approach in the light of the school budget and ensure that appropriate funding is allocated for pay progression at all levels.

A teacher may appeal against a decision made regarding their pay progression and this will be held in accordance with the school's procedures for hearing pay appeals.

### **3.8 Movement to the Upper Pay Range**

#### **Applications and Evidence**

All qualified teachers may request through their annual review document and appraisal discussion to be paid on the upper pay range and any such application will be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

If a teacher is simultaneously employed at another school or schools they may submit separate applications if they wish to be paid on the upper pay range in that employment. 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 reviews or appraisals. A teacher may enclose any additional evidence to support their application. Where information from previous reviews is either not available or applicable the teacher may

submit a statement and summary of evidence designed to demonstrate that the teacher meets the assessment criteria.

The Governing Bod will accept the Headteacher's assessment of eligible teachers against the national standards to enable them to move on to the upper pay range subject to prevailing national regulations.

Teachers who have had a break in service or a significant period of absence from work may submit additional evidence from a previous period if this is relevant to the assessment.

### **The Assessment**

An application from a qualified teacher will be successful where the Headteacher is satisfied that:

- a) the teacher is highly competent in all elements of the professional standards; and
- b) the teacher's achievements and contribution to the school are substantial and sustained; and
- c) the teacher meets the outstanding element of the performance related criteria as set out in Appendix 2

For the purposes of this policy the following terms are defined:

- **Highly competent:** consistently good teaching and learning with some evidence of outstanding practice in a key area of the professional standards, evidence of being able to give advice and mentoring to others on effective teaching practice and how to make a wider contribution to the work of the school in order to help others meet the professional standards and develop their teaching practice
- **Substantial:** of real importance, validity and value to the school; evidence the teacher plays a critical role in the life of the school; provides a role model for teaching and learning; makes a distinctive contribution to the raising of pupil standards; takes advantage of appropriate opportunities for professional development and uses the outcomes effectively to improve pupils' learning and progress
- **Sustained:** means sustained over the appraisal review period, normally two years or a significant part thereof, not including NQT induction years

### **Processes and procedure**

If successful, the applicant will move to an appropriate salary on the upper pay range from 1<sup>st</sup> September of the school year following their previous progression award. In normal circumstances the teacher will move to the minimum salary of the upper pay range however there may be circumstances where it is considered appropriate to move the teacher to a higher point within the range. This decision will be made by the Headteacher and will be based on the following considerations:

- the nature and impact of the responsibilities undertaken by the teacher
- the level of qualifications, skills and experience demonstrated by the teacher
- the level of performance against the standards demonstrated by the teacher
- sustained completion of appraisal objectives

However all decisions will be reviewed before confirmation to ensure the award is fair, consistent and fulfils the employers' legal duties with regard to equal opportunity and equal pay for equal value etc.

If unsuccessful, the teacher will receive feedback by the Headteacher and this will be given within 10/15 working days of confirmation of the decision. A teacher may appeal against a decision not to move the applicant to the upper pay range and this will be held in accordance with the school's procedures for hearing pay appeals.

### **3.9 Part time teachers**

Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing Body will ensure the teacher is issued with a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the school's timetabled teaching week for a full time teacher in an equivalent post.

### **3.10 Supply Teachers**

Teachers who work on a day-to-day or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers. Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by 195 and multiplied by the number of days worked.

Teachers who work less than a full day will be hourly paid and will also have their salary calculated as an annual amount.

Any teacher engaged on a supply basis, where eligible will have their performance pay progression awarded on a proportionate basis in the same way as other teachers in the school who have been absent for a significant part of the pay period (see paragraph 2.6)

### **3.11 Unqualified Teachers**

#### **Pay on Appointment**

The Headteacher will determine where a newly appointed unqualified teacher will enter the range for unqualified teachers, having regard to any qualifications or experience s/he may have, which they consider to be of value.

The Headteacher may consider making an appropriate additional allowance where there are sound and justifiable grounds for so doing.

Whilst regard will be given to the current salary of a teacher appointed from another school there is no assumption that a teacher will be paid at the same rate as they were in their previous school.

#### **Pay Progression**

In order to progress up the unqualified teacher range, unqualified teachers will need to show evidence of a successful appraisal with evidence of appropriate teaching and learning outcomes in line with national standards.

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.

Appendix 2 sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions.

Teachers will be notified of the outcome of the pay decisions before 31<sup>st</sup> October each year. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and may be backdated should the pay decision not have been made by this date.

### **3.12 Teaching Staff Local Pay Arrangements**

Staff who have left Thamesview employment may be offered a casual contract for a short period of time, where the Head Teacher has highlighted a need for their expertise.

The daily pay rate is a discretionary payment up to £200 (gross) which can be agreed by the Head Teacher. Payment will be made through Thamesview normal payroll process.

Payments above this amount must be referred to the full governing body for approval.

### **3.13 Staff Development Days and Time off in Lieu**

At Thamesview we annually plan 5 staff development days in the calendar; two of these days are selected each year as days where teachers can take the time off (12 hours) in lieu of attending 6 twilight evenings (2 hours each) across the year.

If a teacher is absent through illness or professional development they must not be at a disadvantage and may still take the time off in lieu (this also applies to maternity leave).

Part time teachers who do not work on days where twilight sessions are planned may attend the twilight sessions and take the time off in lieu.

Part time teachers who do not attend twilight sessions because they do not work on the day when the session is planned may not take the time off in lieu.

## **Section Four: PAY AND REWARD FOR SUPPORT STAFF**

### **4.1 Basic Pay Determination on Appointment**

Support staff will be paid in accordance with the pay framework set out in Appendix 3 of this policy, which is determined by the school and reviewed annually with reference to the Kent Range Pay Scales.

The Governing Body recognises the value of job evaluation as a means of assessing the grade of a job in a fair and consistent way. This enables the school to fulfil its legislative and other employer obligations for equal pay for equal value as well as the need for a 'felt fair' grading structure.

The Governing Body will therefore use any benchmark job descriptions supplied by the school's Personnel Services provider and where appropriate the Hay Job evaluation scheme or other evaluation scheme recommended by its Personnel Provider in establishing or reviewing the grade for a job.

### **4.2 Pay Progression and Additional Awards**

The Governing Body will ensure that suitable arrangements are in place to assess the performance of all support staff and will use this assessment to determine annual pay decisions in accordance with the adopted pay scales.

All Support Staff pay increases will be delegated to the Headteacher.

Appendix 3 of this policy sets out the criteria for progression with common examples of evidence that can be used in supporting pay decisions for support staff.

This school has adopted its own pay scales for support staff which are based on the Kent Range Pay Scales and reviewed annually in line with changes made by the LA to the Kent Range, these are presented to FGB for approval.

Support staff will have an annual meeting with their line manager to discuss performance against their job description and how they have developed professionally. Staff will be expected to have some specific examples of their continued performance against the content of their job description and the key responsibilities of their role.

This school will award pay progression of one point within the specified salary range for all staff with successful annual meeting outcomes who are not already at the top of their pay range.

In usual circumstances the necessary evidence for pay progression will be available through the annual meeting and other established management systems. In certain circumstances where evidence is not readily available the Headteacher may request that the staff member provides this.

The school will also make appropriate use of any merit award or other reward system, both cash and non-cash developed by KCC to recognise the performance and contribution of support staff in a positive and flexible way. The school will ensure that any such decision is in accordance with the schemes' provisions.

#### **4.3 Additional Considerations for the grading of Support Staff posts**

Where a member of staff achieves a work-related qualification (for example as a HLTA) that entitles him/her to be paid at a higher grade for those duties the school will endeavour, where possible to engage the employee in the higher graded duties for the duration of their working hours in school rather than use a split contract arrangement.

Where a member of support staff holds two or more contracts at differing grades, for example HLTA and Teaching Assistant the school may consider paying the higher grade for all work undertaken if it can be reasonably held that the employee would be using their higher level skills consistently in all their roles.

#### **4.4 Payments for Additional Hours**

The Governing Body will make appropriate payments to Support Staff undertaking additional hours, for example attending INSET and Out of School Learning Activities in accordance with the relevant scheme of terms and conditions

#### **4.5 Non-teaching Allowances**

- Special Needs Allowance is based on 32.5 hours p/w
- First Aid allowance is based on 37 hours p/w

Non-teaching allowances are set out in Appendix 3a.

#### **4.6 Local Pay Arrangements**

- Invigilators are paid for every hour worked (including holiday pay)
- The specialist cover rate is a discretionary payment based on experience
- Relief cover supervisor rate is £per school day and paid when cover is required by the school

Local pay rates are set out in Appendix 3a.

#### **4.7 Staff Development Days and Time off in Lieu**

Staff who are not teachers are not required to attend twilight training sessions and may not take the time off in lieu. All Staff Development Days must be attended and line managers will be in charge of agreeing work that will take place during those days.

### **Section Five: LEADERSHIP GROUP PAY**

The Governing Body will ensure decisions on pay and reward are consistent with the provisions of the STPCD and take due care of any supplementary guidance issued by the DfE.

#### **5.1 Pay Determination**

The Governing Body will confirm the membership of the school's Leadership team and the salary scales will be determined by the Head Teacher for the Leadership team, which will take into account the respective level of responsibilities, recruitment and retention issues, internal differentials throughout the school and affordability. Only teaching staff can be paid on the Leadership Scale.

#### **5.2 Pay Progression**

Pay reviews for members of the Leadership team who have completed a year of employment since the previous pay determination will be undertaken by the Head Teacher on an annual basis and no later than 31<sup>st</sup> December. Where pay progression is awarded this will take effect from 1<sup>st</sup> September and may be backdated where the pay determination has not been made by this date.

Annual pay progression within the salary scale for a Leadership post is not automatic. The criteria and process for such decisions are set out in Appendix 2.

Pay decisions will be clearly attributed to the performance of the individual.

The general expectation for pay progression is as follows:

- Towards the bottom of the pay range – evidence of consistently good leadership practice
- Towards the top of the pay range – increasingly significant evidence of outstanding leadership practice with all other practice being consistently good

The Governing Body may request information from the performance appraisal review process as well as evidence of performance in other relevant areas to inform its decision.

The Headteacher may advise the Governing Body regarding the pay progression for other members of the Leadership team, but will do so in accordance with the regulations and statutory guidance.

The Governing Body is entitled to seek the advice of other relevant professionals regarding the pay progression of the Headteacher.

The salary ranges for the leadership group are set out in Appendix 2.

## **Section Six: PAY AND REWARD ISSUES FOR ALL SCHOOL STAFF**

### **6.1 Local Pay Arrangements**

Local pay rates for the following areas are set out in Appendix 3a

- Afterschool clubs
- Breakfast duties
- Lunch duties
- Lunchtime clubs
- Subject Revision Session
- Subject Tutoring
- Staff inducted for Truss Lift handling session to erect or dismantle the lighting rig
- Staff appointed to support physically disabled students welfare needs during a residential visit

### **6.2**

#### **Cash Awards**

The Headteacher may use his discretion to make a casual award to recognise individuals who have undertaken a specific task/project which is in addition to their usual responsibilities. In this School cash awards to an individual **will not exceed £400(gross)** in any one year financial year. Amounts above this amount should be referred to the Full Governing Body for approval.

#### **Non Cash Awards**

The school will consider the application of non-cash and other types of benefits to reward staff appropriately for their contributions to the school, as provided by KCC policy and/or national terms and conditions.

Generally such awards can be decided by the Headteacher. However decisions involving a significant budget implication should be referred to the Governing Body.

The School will ensure in both cases above all awards are properly recorded in line with the requirements of Inland Revenue regulations.

### **6.3 Salary Safeguarding**

In circumstances where a teacher's salary is reduced through no fault of his/her own then the governing body may safeguard the teacher's original salary in accordance with the provisions of the STPCD. TLR 3 payments are exempt from any safeguarding arrangement.

The Governing Body will notify the teacher of the details of any such safeguarding at the earliest opportunity and no later than one month after determination.

In these circumstances the Headteacher may assign the teacher to undertake such reasonable duties to the value of the cash sum safeguarded taking due account of the teacher's skills and experience. If such duties are reasonably assigned and the teacher declines to undertake them then the teacher will be issued with one month's notice to terminate the salary safeguarding.

For all other staff, the school will follow the relevant terms and conditions of employment for the safeguarding or protection of an employee's salary where it is reduced through no fault of the employee.

#### **6.4 Acting Allowances**

The school will follow the terms of the STPCD for a teacher and the Kent Scheme for support staff in circumstances where a member of staff acts up to a more senior position. The salary and the period of the acting arrangement with any specific conditions will be confirmed in writing

#### **6.5 Determining Employees' Pension Contributions**

Contributions are based on actual pensionable earnings

##### **Teachers' Pension Scheme (TPS) member**

The annualised pensionable earnings in each pay period are used to determine the monthly contribution.

##### **Local Government Pension Scheme (LGPS) member**

The employee's rate will be assessed on joining the scheme and on 1<sup>st</sup> April each year.

Any Band change will be applied on 1<sup>st</sup> April each year. The employee will be notified of changes to their pay band.

#### **6.6 Overtime Claims**

Any additional hours must be claimed within a month of the date of the hours worked. If a claim is made outside of the prescribed period it will be considered invalid.

#### **Section Seven: POLICY REVIEW**

The Governing Body will monitor the implementation, outcomes and impact of this policy annually in consultation with staff and recognised unions.

In particular the Governing Body will monitor the position with regard to employees with protected characteristics and part time staff to ensure that pay progression opportunities are equitable

Staff will be informed of any changes made to this policy at the earliest practicable opportunity.

### **Appendix 1: Procedures for Reaching Pay Decisions**

#### **Pay Decision by Committee of Governors**

All decisions relating to teachers' incremental increases in pay will be delegated to the Headteacher up to and including 2 points of increase. All decisions relating to teachers' incremental increases in pay above 2 points of increase will be referred to the Governing Body for approval.

All Support Staff pay increases will be delegated to the Headteacher.

The employee must be informed of a date when a decision is to be made and given the opportunity to submit any additional evidence to be considered.

All pay decisions must be properly rooted in evidence which must have been shared with the employee promptly at the time when the information became available.

The Governing Body will consider the appraisal statement and any recommendations of the Headteacher. The Headteacher is entitled to put forward the context and rationale for each recommendation and to advise the Governing Body on related issues.

The Headteacher is entitled to discuss the position with the employee prior to the Governing Body meeting. However, it must be emphasised that the decision is the responsibility of the Governing Body who may or may not accept a recommendation from the Headteacher or the relevant Appraiser.

The Headteacher's pay will be considered and agreed by the Headteacher's Performance Review Panel.

The Governing Body is entitled to adjourn at any point if it is felt that further information is required. The Governing Body should reconvene at the earliest opportunity following this additional information being made available.

All decisions of the Governing Body must be properly recorded and retained. All decisions will be confirmed in writing within 10 working days of the decision being made, with details of the arrangements for any appeal.

The Headteacher, with the agreement of the Governing Body may communicate the decision verbally to the member of staff prior to written confirmation being issued. The employee may request a meeting to discuss the decision informally. This will not preclude the employee from exercising their right to appeal.

## **Appendix 2: Criteria and Awards for Performance Based Progression for Teachers**

### **i. Main Pay Range:**

<b>Main Pay Range Point</b>	<b>Value (£)</b>
1	24373
2	26298
3	28413
4	30599
5	33010
6	35971

### **Criteria for Pay Progression – Please see Performance related criteria (p21)**

#### **Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation
- other evidence

**ii. Upper Pay Range:**

Upper Pay Range Point	Value (£)
1	37654
2	39050
3	40490

**Criteria for Pay Progression – Please see Performance related criteria Table (p21)**

**Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

**iii. Unqualified Range:**

Unqualified Teacher Scale	Value (£)
1	17682
2	19739
3	21794
4	23851
5	25909
6	27965

**Criteria for Pay Progression**

- 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

**Examples of Evidence**

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

#### iv. Performance objectives criteria

A teacher's incremental pay progression is dependent upon their annual performance being judged to be generally 'good'. The criteria and evidence that will be used to make such a judgement are detailed below. The overall judgement of a teacher's performance is complex. It is sometimes subject to a variety of factors, some out of a teacher's control, and should take into account a wide range of evidence over time. It is important that judgements should not be based solely upon lesson observations as there are a range of areas that will indicate good overall performance. The appraiser will evaluate overall performance using a 'best fit' approach based on the criteria below.

Performance will be judged using the set objectives and the following criteria:	
Outstanding (increment awarded)	<p>All National teacher standards are being met and many individual strengths are evident within them. Teaching is outstanding because lesson observation judgements indicate frequent embedded practice, progress and attainment is outstanding in areas within the teacher's control. All aspects of the set objectives are met and some may be exceeded. Work scrutiny demonstrates frequent outstanding practice.</p> <p>In exceptional cases within this category more than one point acceleration may be awarded although only where this could be supported by the current budget.</p>
Good (increment awarded)	<p>All National teacher standards are being met overall and many individual strengths are evident within them. Teaching is good because lesson observation judgements indicate frequent good practice, progress and attainment is good in areas within the teacher's control. All aspects of the set objectives are met and some may be exceeded. Work scrutiny demonstrates frequent good practice.</p>
Requires improvement (No increment awarded)	<p>All National teacher standards are being met and some individual strengths are evident within them. Teaching overall requires improvement because lesson observation judgements do not indicate good practice, progress and attainment require improvement in areas within the teacher's control. All aspects of the set objectives may be met and some may not be. Work scrutiny demonstrates practice that is not good overall.</p>
Inadequate (No increment awarded)	<p>Not all national teacher standards are being met and although some individual strengths are evident within them, these are few. Teaching overall is inadequate because lesson observation judgements indicate inadequate practice. Progress and attainment may require improvement in areas within the teacher's control or they may be inadequate. All aspects of the set objectives may be met and some may not be. Work scrutiny demonstrates practice that requires improvement or inadequate.</p>

**v. Leadership Group:**

Those on the leadership spine play a critical role in the life of the school. They inspire confidence in those around them and work with others to create a shared strategic vision which motivates pupils and staff. They take the lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others. They have the confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

To achieve progression, the STPCD requires individuals on the leadership spine to have demonstrated sustained high quality of performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

A successful performance appraisal review, as prescribed by the appraisal regulations, will involve a performance appraisal management process of:

- assessment against the relevant standards
- performance objectives
- classroom observation (where relevant)
- other evidence

To ensure that there has been high quality performance, the performance review will need to assess that the teacher has grown professionally by developing their leadership and (where relevant) teaching experience.

**Leadership Group Pay Range:**

L1	41065
L2	42093
L3	43144
L4	44218
L5	45319
L6	46457
L7	47707
L8	48808
L9	50026
L10	51311
L11	52643
L12	53856
L13	55202
L14	56579
L15	57986
L16	59528
L17	60895
L18	62426
L19	63975
L20	65561
L21	67183

L22	68851
L23	70556
L24	72306
L25	74103
L26	75936
L27	77818
L28	79748
L29	81723
L30	83757
L31	85826
L32	87960
L33	90145
L34	92373
L35	94669
L36	97013
L37	99424
L38	101885
L39	104368
L40	106972
L41	109644
L42	112392
L43	114060

## Appendix 2a: SEN Range and Responsibility Payments (TLR)

SEN Allowances Range £2,149– £4,242

### Responsibility Payments (TLR)

TLR1            £8,069 - £13,654

TLR2            £2,796 - £6,829

TLR3            £555 - £2,757

The values of each level of TLR within the school are set out below:

TLR	Value(£)
1a	13654
1b	11791
1c	9929
1d	8069
2a	6829
2b	4657
2c	2796
3	555to 2757

## Appendix 3: Criteria and Awards for Performance Based Progression for Support Staff

This school has adopted its own pay scales for support staff which are based on the Kent Range Pay Scales and reviewed annually in line with changes made by the LA to the Kent Range.

This school will award pay progression of one point within the specified salary range for all staff with successful appraisal outcomes who are not already at the top of their pay range.

### Examples of Evidence

- performance against the responsibilities set out in the job description
- lesson observations (where relevant)
- other evidence

THAMESVIEW SUPPORT STAFF SALARY SCALES

From April 2020		
PAY RANGE	POINT	SCALE
39613	43	KR 10
38626	42	
37630	41	
36643	40	
35485	39	
34461	38	
33678	37	
33510	36	KR 9
32631	35	
31962	34	
31067	33	
30164	32	
29446	31	
29299	30	
28389	29	
27469	28	
26413	27	
25692	26	
25564	25	KR 7
24725	24	
23951	23	
23202	22	
22581	21	
22469	20	KR 6
21812	19	
21241	18	
20585	17	
20483	16	KR 5
20030	15	
19676	14	
19335	13	
19239	12	KR 4
18554	11	
18302	10	
18129	9	
18039		KR 3

From April 2020		
PAY RANGE	POINT	SCALE
77009	75	KR 15
75057	74	
73156	73	
71302	72	
69392	71	
68074	70	
67735	69	
66017	68	
64345	67	
62714	66	
61126	65	
60131	64	
59832	63	KR 13
58550	62	
57262	61	
55981	60	
54698	59	
53662	58	KR 12
53395	57	
52119	56	
50835	55	
49551	54	
48080	53	
46564	52	
45817	51	KR 11
45589	50	
44595	49	
43602	48	
42555	47	
41610	46	
40619	45	
39812	44	

### Appendix 3a: Support Staff Non-teaching Allowances & Local Pay Arrangements

<b>Special Needs Allowance</b> based on 32.5 hours p/w	1296	per annum
<b>First Aid</b> based on 37 hours p/w	168.00	per annum
<b>Invigilator</b>	10.10	per hour (including holiday pay)
<b>Relief Cover Supervisor</b>	21.57	per school day
<b>Specialist Cover Rate</b> is a discretionary payment based on experience		

### Appendix 4: Local Pay Arrangements for All School Staff

<b>Breakfast Duties</b> are paid at the equivalent rate of	12.60	per hour
<b>Lunch Duties</b> are paid at the equivalent rate of	12.60	per hour
<b>Afterschool Clubs</b>	10.00	per session
<b>Lunchtime Clubs</b>	5.00	Per session
<b>Subject Revision Session*</b>	20.00	per hour
<b>Subject Revision Support</b>	10.00	per hour
<b>Subject Tutoring*</b>	26.00	per hour
<b>Staff Inducted for Truss Lift Handling</b>	75.00	For each session to erect or dismantle the lighting rig
<b>Staff Appointed to Support Physically Disabled Students Needs</b> during a residential	Basic pay	per hour between 08.00 - 18.00
	Half pay	per hour between 18.00 - 22.00
	32.00	per hour flat rate between 22.00 - 08.00

- \*preparation time is not claimable

### Appendix 5: Procedure for Considering Pay Appeals

#### The Pay Appeals Committee

#### Setting up an Appeal Hearing

The school will appoint a committee of at least three governors to consider any pay appeal lodged by a member of staff that is in accordance with the following requirements.

Governors who may have a pecuniary interest or a conflict of interest or who have had prior involvement in the pay decision cannot be appointed to this committee.

Within 10 working days of receipt of the written confirmation of the committee decision an employee, who is dissatisfied with the decision, may register a formal appeal in writing to

the clerk to the Governing Body. The allowable grounds for appeal are that the person or committee by whom the pay decision was made -

- incorrectly applied any provision of the relevant national or local terms and conditions of service;
- failed to have proper regard for any applicable statutory guidance;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased;
- otherwise unlawfully discriminated against the employee

Prior to an appeal hearing the employee may also request an informal meeting with the Headteacher to discuss the decision and the reasons in more detail. In the case of the Headteacher being dissatisfied regarding his/her pay decision then an informal meeting with the Chair of Governors should be arranged.

Upon receipt of the appeal notice the Clerk will convene an appropriate Appeals Committee within 20 working days of receipt of the appeal being registered. Appeal hearings will be held at a reasonable time during the working day with proper consideration of the work-life balance of all involved.

The Chair of the Governing Body should discuss the position with the Headteacher before establishing the person who will be the school's presenting officer to the Appeal Committee.

The employee must submit to the Chair of the Appeal Committee any documentation in support of their appeal together with a summary of their case at least five clear working days prior to the Appeal Hearing.

If the school's presenting officer intends to rely on any evidence other than that considered at the Pay Committee's meeting then this must be submitted at least five clear working days in advance.

The Appeal Committee may decide to accept additional evidence at any time if it is deemed in the interests of a fair and transparent decision.

The employee is entitled to be represented at the Appeal Hearing by a workplace colleague or trade union/professional association representative.

### **The Appeal Hearing**

At the Appeal Hearing the Chair of the Committee should introduce the meeting and the persons participating. The Chair should ask the employee to confirm the reasons for the appeal and establish that all parties are adequately prepared.

The Chair should remind the parties that the purpose is to reach a reasonable and objective decision in an atmosphere that is professional and conducive to good employee relations within the school.

The employee, or representative should then be invited to set out his or her case and may support this with documentary evidence or witness evidence where this has been submitted as required above.

At an appropriate point the Chair will invite the school's representative to question or challenge any of the evidence presented. Members of the Committee will then have the opportunity to ask any questions.

The school's presenting officer will then be invited to set out the school's case and may also rely on documentary or witness evidence where this has been submitted as required above.

The employee or his/her representative may then question or challenge the school's evidence at an appropriate point as determined by the Chair. Members of the Committee may then ask any questions.

To conclude both parties will be invited, if they wish, to make final summary statements with the employee allowed the final say.

The Committee will then adjourn to consider the evidence presented.

The Committee should endeavour to reach a decision that day and to communicate this directly to the parties. However, where this is not possible because the Committee wishes to deliberate further or seek further information then the parties should be informed that the decision will be communicated in writing at the earliest opportunity.

In the event that there is an adjournment to enable the committee to consider professional advice on a particular matter then upon resumption all parties will be informed of the nature of the advice and the decision reached.

As an alternative to either upholding or dismissing an appeal the Committee is entitled in some circumstances to refer the matter for reassessment by the Headteacher or the initial Pay Committee. For example the Committee might wish the Headteacher to reconsider the position in the light of new information or to seek the advice of an additional independent advisor

### **Communicating the Decision**

All decisions of the Appeals Committee must be confirmed in writing, within ten working days of the decision being made with a summary of the reasons and this will be the final stage in the Pay Appeal process. There will be no further stage in the appeal process.

## **Appendix 6: Guidance for managers on dealing with payment for work undertaken in a professional capacity by teachers outside school**

### **Context**

1. It is increasingly the case that teachers and Headteachers are being asked to undertake work outside their own institution for external bodies or other schools in a professional capacity (for example, exam marking, acting as a School Improvement Partner (SIP) or on secondment to help to turn round a 'failing school').
2. Currently, practice in the case of teachers undertaking examination marking is generally that the teacher is paid directly for the work done (this should be in his/her own time and at home) and where they need to attend meetings in school time, for example moderation purposes, the school is reimbursed for the cost of any supply cover that may be needed.
3. In the case of SIPs, the school should receive the payment agreed/due and then pass on an agreed proportion to the teacher/head for the part of the work that has been undertaken in the SIP's own time. With regard to heads and members of the leadership group, it is not easy to quantify 'own time', because their contracts are not time-bound. It would, however, be reasonable to come to an agreement at school level as to what constitutes a 'normal working year' and when it might be reasonable to make additional payments for activities of this kind.
4. In default of any official guidance The Rewards and Incentives Group (RIG) has produced the following set of guiding principles, to which Thamesview School and its teachers are strongly urged to adhere. Such remuneration is outside the scope of the School Teachers' Pay and Conditions Document (STPCD).
5. The principles outlined below are not intended to cover the circumstances where teachers/heads are seconded to other schools. Support of this nature is a major responsibility and should be remunerated appropriately within the provisions permitted in the STPCD. Nor are they meant to encompass payments for duties specified in paragraph 55 of the STPCD 2006 (CPD, ITT and out-of-school hour's payments) for which the relevant body of every school may determine separate arrangements.

### **Principles**

1. The following principles should apply:
  - a) Any absence from school for work of this kind should be authorised formally by the governing body in the case of the head and by the head in the case of other teachers (if this responsibility has been delegated to him/her).
  - b) When agreeing to release staff to undertake such work, the governing body should take into account:
    - the needs of the school and its students;
    - the benefits that the activity would bring to the school;
    - the impact of the absence on other staff, including their workload; and
    - the workload and work/life balance of the individual.

- c) Arrangements for payment for external work should be clearly set down, formally incorporated into, for example, a protocol by the governing body (or the resource committee) and decisions recorded..
- d) The Headteacher/Governing body, as appropriate, should monitor the operation of the arrangements and their impact on staff and pupils.
- e) The proportion of any payment for external services that should be paid to the teacher/head and the proportion that should be paid to the school should be agreed in advance in accordance with the determinations of the governing body (paragraph 2 above). The terms of such an agreement should be set out in a memorandum signed by the chair of governors and the teacher/head. All staff should be treated in the same way in accordance with the governing body's procedures.
- f) Teachers and heads should not be paid twice for the same time worked. If the external work takes place wholly in the time the school is in session, all of the payment received should be paid to the school. Payment to the individual teacher/head should be based on work, including preparation, done outside of normal school/working hours (a specific determination would have to be made for members of the leadership group and ASTs as their contractual hours are not time-limited). For example, if 40% of the work is done when the school is in session and 60% not, any payment received should be split between the school and the individual on a 2:3 basis. Only if all of the work is carried out outside time when the school is in session, should the whole of the additional payment go to the individual.

#### **Tax**

Any such additional income should be taxed at source and/or declared to HM Revenue and Customs by the individual head/teacher at the end of the tax year.

### **PAY AND REWARD POLICY**

Changes to this policy were agreed under "Chairs Actions: **27<sup>th</sup> April 2020**

Signed: \_\_\_\_\_ (Chair of Governors)

Signed: \_\_\_\_\_ (Headteacher)

The policy will be formally reviewed in: **October 2020**