

Model Pay Policy 2018

For adoption by schools and academies

Medway's HR Schools team undertakes to check and review this model policy annually, and where necessary, update it to comply with current legislation and good HR practices.

Recognised Trade Unions and professional associations have been fully consulted in the preparation of this policy.

Latest revision – 19 September 2018

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PART 1 – FRAMEWORK FOR DETERMINING PAY AND REWARD

1 Policy Statement

The Governing Body supports the principle of equality of opportunity in employment. In its operation of this policy it will endeavour to ensure that employees receive equal treatment irrespective of their age, gender, race, colour, ethnic origin, family commitments, marital status, sexual orientation, disability or religious beliefs.

All pay related decisions will be taken in compliance with the provisions of The Equality Act 2010, The Employment Rights Act 1996, The Employment Relations Act 1999, The Employment Act 2002, The Employment Act 2008, 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, and the National Minimum Wage (Amendment) Regulations 2016.

Adjustments will be made to take account of special circumstances e.g. absence on maternity leave or absence on long-term sick leave relating to a disability. The exact adjustments necessary will be dependent on the employee's circumstances and made on a case-by case basis but may include taking a longer time period into account to gather evidence of performance.

2 Aims of the Policy

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

The overarching aims of this policy are to:

- Support the achievement of high quality teaching and learning throughout the school.
- Support a culture of high performance among all staff throughout the school/academy.
- Support achievement of the priorities and targets within the School Improvement Plan/School Development Plan.
- Support the recruitment, development and retention of a high quality workforce.
- Enable the school/academy 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 manner

3 Scope

The Policy will cover all staff employed on the payroll of this school, irrespective of grade or conditions of service. It will have reference to those statutory instruments and other conditions of service which affect pay and grading, including, as issued and revised: -

- The School Teachers Pay and Conditions Document;
- The Conditions of Service for School Teachers in England and Wales (the 'Burgundy Book');
- The NJC for Local Government Services National Agreement on Pay and Conditions of Service (the 'Green Book' for support staff) or The Kent Scheme (if applicable).

The implementation, review and operation of this policy will be the responsibility of the Governing Body, through its Pay sub-Committee (henceforward known as 'the Committee'), and advised by the Headteacher.

4 Determining Pay and Reward

The Pay Committee is responsible for determining pay for employees of this school and will make its decisions based upon performance. The appointed Committee will undertake to:

- Assess the impact of the application of discretionary awards as set out in the School Teachers' Pay and Conditions Document and make recommendations to the Governing Body as appropriate.
- Request from the Governing Body that sufficient funds are available in the budget to enable eligible staff to progress through the relevant pay scales, subject to them meeting their performance objectives.
- Reward all staff appropriately recognising each individual's contribution to the school and recognising them as valued members of the whole school team.
- Use appropriate discretion and flexibility available within the various terms and conditions documents to recruit, reward and retain the highest quality staff according to the needs of the school.
- Ensure all staff are treated fairly and equitably under this policy.
- Consider appropriate pay relativities when conducting pay reviews and be mindful of the public sector equality duty in this regard.

- Ensure that pay and reward decisions fairly reflect staff responsibilities, achievements and contributions throughout the school with regard to the applicable professional standards.
- Ensure that each teacher receives an annual written statement of their salary details by 30 November (or 31 January for members of the leadership group).
- Require that each member of staff has an up-to-date job description that accurately reflects the accountabilities of the post and are reviewed and updated annually as part of the school's performance appraisal process.

PART 2 - TEACHING STAFF

5 Classroom Teachers – Pay Progression on Appointment

The pay range (e.g Main or Upper pay range) for a vacant post will be determined by the Headteacher/Governing Body prior to the post being advertised. On appointment, the Headteacher will determine the starting salary of the successful candidate, within that range, having regard to:

- the level of qualifications, skills and experience required for the role
- Market conditions
- The nature and demands of the post
- The wider school context
- The maxima and minima values contained within the STPCD

The Headteacher/Governing Body may apply the principle of pay portability in making pay determinations for all new appointees to the School.

6 Classroom Teachers - Pay Progression Based On Performance

In this school teachers will receive regular, constructive feedback on their performance and will be subject to an annual appraisal which recognises their strengths, informs plans for their future development and helps to enhance their future practice. These arrangements are set out in the schools' Appraisal Policy.

In determining what, if any, incremental pay increase to recommend the appraiser will take into account progress against **appraisal objectives** and whether the teacher has met the **Teacher Standards**. For those teachers with additional responsibilities e.g. TLRs and SEN allowances an assessment will also be made of the extent to which these responsibilities have been met.

The appraisal report will include a pay recommendation, made by the appraiser. The Headteacher will moderate pay recommendations before taking forward the final pay recommendations to the Committee.

The Headteacher will ensure that every teacher's performance is reviewed annually, before 31 October each year and that performance related pay decisions are applied from 1 September each year.

Salary reviews may take place at other times of the year to reflect changes in circumstances or job responsibilities.

Partial achievement of objectives will only be accepted where robust evidence can be presented to justify why full achievement was not possible.

It will be possible for a 'no pay progression' determination to be made, if appropriate, without recourse to the Capability Policy and where this decision can be justified by the school.

Where the evidence shows that a teacher has demonstrated exceptional performance over the year that the performance is being reviewed, the Committee may consider using its authority to award enhanced pay-progression

Main Pay Scale

All qualified classroom teachers will be paid at a rate between the minimum and maximum of the main payscale range as determined by the Committee and agreed by the Governing Body, (pro rata for part-time teachers) unless the teacher has been successful in applying to move to the Upper Pay Scale .

The Main Pay Scale is contained in Appendix 3.

The continued achievement of performance objectives as part of the appraisal process will give the teacher an expectation of a stepped, pay-progression towards, or up to, the maximum of the relevant pay range.

Upper Pay Scale

All qualified classroom teachers, whose application to move onto the Upper Pay Scale has been successful, will be paid at a rate between the minimum and maximum of the Upper Pay Scale as determined by the Pay Committee. (pro rata for part-time teachers).

The Upper Pay Scale is contained in Appendix 3.

The continued achievement of all performance objectives (i.e. including highly competent in all elements of the teacher standards, and the teacher's achievements and contribution to the school are substantial and sustained) will give the teacher an expectation of stepped, pay progression towards, or up to, the maximum of the upper pay range.

In accordance with the STPCD pay progression within the upper pay range will be clearly attributable to the performance of the individual teacher.

Classroom teachers who are paid on the Upper Pay Scale will be eligible for the same allowances as other Qualified Teachers.

7 Criteria For Progressing On To the Upper Pay Scale

Qualified teachers may apply to progress on to the Upper Pay Scale once a year. The Headteacher will review applications and make a determination, in accordance with this pay policy, on whether the teacher meets the criteria below.

Where teachers are subject to the 2011 or 2012 Appraisal regulations, the Headteacher shall have regard to the assessments and recommendations in the teachers' appraisal reports under those regulations.

An application from a qualified teacher will be put forward for final approval by the Pay Committee where the Headteacher is satisfied that:

- (i) the teacher is highly competent in all elements of the relevant standards: and
- (ii) the teacher's achievements and contribution to an educational setting, or settings, 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.

“sustained”: the teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this period. They will have been expected to have shown that their teaching and learning expertise has grown over the relevant period and is consistently good /outstanding.

In normal circumstances a teacher who has been successful in their application will move to the minimum salary of Upper Pay Scale range. However there may be circumstances where it is appropriate for the teacher to move to a higher value within the UPS pay range and any such decision will need to be objectively justified, and will be at the discretion of the Pay Committee.

8 Upper Pay Scale Application Process

Each teacher may only submit one application annually to move into the Upper Pay Range. For practical reasons teachers who submit their application after **31 October will, if successful, be moved onto the Upper pay scale with effect from the following**

September. Exceptions will be made in particular circumstances, for example, any teachers who are on maternity leave or who are absent on long term sick leave.

The process for applications is:

- (i) Submit the application form and supporting evidence to the Headteacher.
- (ii) Teachers should provide evidence to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through long term sickness, disability or maternity, may cite written evidence from up to a 3 year period before the date of application from this, or previous schools/academies, to support their application.
- (iii) The assessor will be the Headteacher, unless applicants have been notified otherwise.
- (iv) The assessor will assess the application, and will make a recommendation to the Pay Committee. If the Headteacher is not the assessor, the application, evidence and recommendation will be passed to the Headteacher for moderation purposes prior to submission to the Pay Committee.
- (v) The Pay Committee will make the final decision whether the applicant has met the criteria, advised by the Headteacher.
- (vi) Teachers will receive written notification of the outcome of their application as soon as possible. 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.
- (vii) If requested, oral feedback will be provided by the assessor. Oral feedback should normally be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- (viii) Successful applicants will normally move to the minimum of the Upper Pay Range on 1 September of the year in which their application was successful.
- (ix) Unsuccessful applicants can appeal the decision.

PART 3 – SENIOR LEADERSHIP GROUP

The Governing Body will confirm the membership of the school's Senior Leadership team and will determine the pay ranges applicable for each of these posts.

When determining the leadership pay range, the Governing Body must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations.

Changes to the determination of the leadership pay group introduced in the STPCD in 2014 will only be applied to individuals appointed to a leadership post on or after 1st September 2014, or whose responsibilities have significantly changed after that date.

The Governing Body may choose to review the pay of all of their leadership posts in accordance with the arrangements introduced in 2014, if this is required to help maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1 September 2014, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly change on or after that date.

9 Headteacher - Pay Determination on Appointment

Upon planning to appoint a new Headteacher, the Governing Body will review the size of the school to determine the appropriate pay group for the school.

The Headteacher's pay range will normally span a maximum of 7 consecutive reference points within the appropriate pay group for the school, or exceptionally, above the pay group.

The Headteacher's salary range may exceed the pay group where the Governing Body determines that circumstances specific to the role or candidate warrant a higher than normal payment.

The School Groups used for the purposes of determining the Headteacher's pay range are contained in Appendix 3

Upon appointment, the Governing Body will determine the pay point within the pay group for the Headteacher, in accordance with the provisions of the STPCD.

Only in exceptional circumstances will the Headteacher's pay range overlap with any others within the Leadership team pay ranges.

A new Headteacher will be appointed to any appropriate reference point on the Headteacher pay range. However, headroom for performance related pay progression should remain available within the allocated pay range.

10 Headteacher - Pay Determinations for Existing Postholders

The Committee will agree performance objectives with the Headteacher, after receiving the advice of their external adviser, in accordance with the prevailing performance management/appraisal legislation and school policy.

The Committee will review performance against objectives set for the preceding year and other stated performance criteria, again receiving advice from their external adviser. The Headteacher must demonstrate sustained overall high quality performance in order to be considered for a performance related pay increase. To be fair and transparent,

judgements must be properly rooted in evidence and be made having regard to the most recent appraisal or reviews.

Taking such performance into account, the Committee will determine whether zero, one or more pay points are to be awarded for progression within the Headteacher's pay range.

Pay decisions for the Headteacher will be effective from 1 September each year.

11 Headteacher - Responsibility for An Additional School

Where a Headteacher is to be responsible for more than one school, the following arrangements will apply:

Permanent Arrangement

(e.g. a federation with a single governing body or permanent collaboration).

Where the Headteacher is appointed as Headteacher of more than one school on a permanent basis the Governing Body of the Headteacher's original school will calculate the Headteacher pay group by combining the unit score of all the schools for which the Headteacher is responsible to arrive at a total score, which then determines the Headteacher group.

Temporary Arrangement

(e.g. a Headteacher takes on the post of Acting Headteacher at another school in addition to his/her existing post)

In such cases a fixed term variation of contract, or second contract must be issued by the providing school.

Where appropriate, the Headteacher may be awarded an additional payment for the duration of the temporary arrangement. The value of the temporary additional payment will be determined by the Governing Body and must not exceed 25% of the annual salary which is otherwise payable to the Headteacher.

In all cases where a Headteacher is temporarily or permanently appointed to manage an additional school, consideration will be given to the remuneration of other staff who as a result of the Headteacher's new role will need to take on additional responsibilities. This will be based on any additional responsibilities attached to the post (not the staff member).

The additional responsibilities and their duration should be recorded. An increase in remuneration should only be agreed where the post accrues extra responsibilities as a result of the Headteacher's enlarged role; it is not automatic.

Safeguarding provisions will not exist for temporary fixed term responsibility for an additional school, nor for any teachers whose salary is temporarily uplifted for a fixed term period under these circumstances.

12 Deputy/Assistant Head - Appointment and Future Pay Determinations

The Committee/Governing Body will determine a 5 point pay range from the Leadership scale for each Deputy Headteacher and Assistant Headteacher. The individual pay ranges set will reflect the relative responsibilities and job weight of the roles concerned taking into account challenge and context.

The Leadership pay scale is contained in Appendix 3.

A new Deputy or Assistant Headteacher can be appointed to any reference point within the pay range. However, headroom for performance related pay progression should remain available within the range.

For existing Deputy and Assistant heads the Headteacher will annually review performance against objectives agreed for the preceding year and other stated performance criteria, in line with the Appraisal policy, and make a recommendation on pay progression to the Committee.

The Committee will take into account the recommendation from the Headteacher when determining whether to award pay point progression (if any) of one or more points within the individual range. Progression within the range will be based on evidence of sustained high quality of overall performance.

13 Leading Practitioner – Appointment and Future Pay Determinations

The Governing Body will determine, on the recommendation of the Headteacher, the need for any Leading Practitioner post(s) within the school and the relevant pay range applicable to the post.

The pay range for a Leading Practitioner is contained in Appendix 3.

There is no minimum service criterion for promotion to a Leading Practitioner post.

A newly appointed Leading Practitioner will normally be appointed to the first point on their pay range but may be appointed to a higher point if circumstances make this appropriate. However, headroom for performance related pay progression should remain available within the range.

For existing Leading Practitioners the Headteacher will annually review performance against objectives agreed for the preceding year and other stated performance criteria, and make a recommendation on pay progression to the Committee.

The Committee will take this into account when determining whether to award pay point progression (if any) of one or more points within the individual range. Progression within the range will be based on evidence of sustained high quality of overall performance.

14 Unqualified Teachers – Appointment and Future Pay Determinations

On the appointment of an Unqualified Teacher, the Headteacher will determine the pay for each individual within the maximum and minimum levels of the Unqualified Teacher pay range.

Pay on appointment will take into account any qualifications or experience of the successful applicant, which are considered to be relevant to the post.

The Headteacher will have the discretion to pay an additional allowance, in cases where the Unqualified Teacher has either taken on a sustained additional responsibility or brings added value to the role through a relevant additional qualification or experience.

The Governing Body may apply the principle of pay portability in making pay determinations for an Unqualified teacher who is appointed the school.

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

Judgments will be properly rooted in evidence. As unqualified teachers progress through the pay scale, this evidence should show:

- an improvement in teaching skills.
- a positive impact on pupil progress.
- an impact on wider outcomes for pupils.
- improvements in specific elements of practice identified to the teacher.
- a contribution to the work of the school.
- an impact on the effectiveness of staff and colleagues, where they have responsibility for such.

Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher.

Unqualified teachers are not entitled to receive a TLR or SEN allowance but may be awarded a non-specific allowance in relation to i) taking on additional responsibilities or ii) bringing additional qualifications or experience to the role being undertaken.

15 Newly Qualified Teachers– Appointment and Future Pay Determinations

A newly appointed NQT will normally be appointed to the minimum of the main scale pay range. However an NQT may be appointed to a higher pay point at the discretion of the Headteacher and where this can be clearly justified based on the NQT's previous experience and level of qualification.

During the newly qualified teacher induction year, appraisal arrangements are different. NQTs should have their pay progressed on successful completion of their induction year,

where the teacher continues to be employed by the same school where they were employed before they obtained QTS.

The Committee will determine, on the recommendation of the Headteacher where within the pay range the NQTs salary will be upon successful completion of their NQT induction year.

16 Supply Teachers – Appointment and Future Pay Determinations

Supply teachers employed to work at the school (not those provided by agencies) will be paid an hourly rate calculated at 1/1072 of the teacher's actual salary, or a daily rate calculated as 1/195 of the teacher's actual salary.

A daily rate will be payable where the teacher is directed to work at such times and at such places as specified by the Headteacher, for 5.5 hours in that day (hours spent travelling to and from work should not count towards this 5.5 hours).

In all cases the hourly rate applicable will be determined by the Headteacher and will be within the relevant pay scale range (Main pay scale, Upper pay scale or Leadership scale) reflecting the experience of the individual teacher and the nature of the role they will be undertaking for the school.

PART 4 – ALLOWANCES, INCENTIVES AND ADDITIONAL PAYMENTS

17 Recruitment and Retention Allowance and Incentives

The Pay Committee (on the recommendation of the Headteacher) may at its discretion award to a teacher any sum as a recruitment allowance to secure the candidate of its choice, subject to any maximum limits granted by the Governing Body.

The value of any recruitment allowance offered will be agreed on appointment, and will be for a pre-agreed, time-limited period.

The terms of the STPCD do not permit for recruitment incentives and allowances (other than a reimbursement of relocation costs) to be paid to the Headteacher; Deputy Headteacher or Assistant Headteacher.

A Headteacher who is currently in receipt of a recruitment or retention allowance which was started under a previous STPCD (i.e prior to 2014) may continue to receive this at its pre-existing value (i.e no uplift).

18 SEN Allowances

The Governing Body (on the recommendation of the Headteacher) may award a Special Needs allowance to a classroom teacher, in accordance with the eligibility criteria contained within the current STPCD.

A spot value SEN allowance will be awarded within the current National range of £2,149 and £4,242 per annum (pro-rata for part time workers).

19 Teaching and Learning Responsibility Payments (TLRs)

The Governing Body (on the recommendation of the Headteacher) may award a TLR1 and TLR2 payment to appropriate posts within the staffing structure in accordance with the criteria, factors and other conditions contained within the STPCD.

The number and nature of TLR awards will be determined by consideration of the school's improvement plan and associated priorities; and the school budget.

TLR awards will be within the current national ranges of:

TLR 1	£7,853 - £13,288 pa (pro rata for part time staff)
TLR2	£2,721- £6,646 pa (pro rata for part time staff)
TLR3	£540 and £2,683

(Further details at Part 7 Appendices)

The Headteacher/Governing Body may award a fixed term TLR (TLR3) to a teacher for clearly defined time-limited school improvement projects, or one-off externally driven responsibilities.

The Headteacher and/or 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 salary safeguarding will apply in relation to a TLR3 award.

It is permissible within the STPCD for a teacher to hold a TLR1 or TLR2 award at the same time as holding a TLR3 award. However a teacher can not hold a TLR1 and a TLR2 award concurrently.

20 Salary Safeguarding for Teachers

In the event that any member of the teaching staff is displaced from their current role due to a reorganisation or a planned cessation of duties attracting a TLR1 or TLR2 payment, and is appointed to a lower graded post, or post that does not attract the same TLR payment, they will be entitled to pay protection following normal notice periods as set out in the STPCD.

This pay protection does not apply if a teacher voluntarily transfers to a lower graded post, (unless this is in the context of a redundancy or re-organisation) or if a teacher requests to step down from a post for which protection has been applied, but for which additional responsibility has been added.

The Governing Body will review the duties of any teacher who is entitled to safeguarded sums which exceed £500 p.a. and will allocate appropriate additional responsibilities, commensurate with the safeguarded sum, for the period of safeguarding.

The Governing Body will ensure that appropriate notice is issued of any extra responsibilities which are being given to the teacher, in respect of their safeguarded sum.

All such additional responsibilities allocated will be kept under review until the safeguarding period ends, when a decision will be taken about the future allocation of those responsibilities.

Where a teacher unreasonably refuses to carry out additional responsibilities the safeguarded pay may be removed subject to at least one month's notice being given

21 Initial Teacher Training Activities (“ITT”)

Payment for ITT activities may only be made in accordance with the provisions of the STPCD.

Where a classroom teacher has agreed to undertake ITT activities outside their 1265 hours of directed time (or pro rata for part-time teachers) where payment is authorised in writing in advance, and within the provisions of the STPCD) an additional payment shall be made on an hourly basis of 1/1265 of the teacher's actual salary.

Any agreements of this nature should have due regard to work-life balance.

22 Out-of-School Learning Activities

Where a classroom teacher undertakes voluntary out-of-school activities outside their 1265 hours directed time (or, pro rata for part-time teachers), any payment which may be agreed will be communicated, in writing, in advance and any additional payment made on an hourly basis of 1/1265 of the teacher's actual salary.

23 Non Specified Additional Payments

The Governing Body will use its available discretion to determine whether to make any additional payments to teachers in the following circumstances:

- Undertaking continuing professional development outside the school day.
- Activities relating to the provision of initial teacher training as part of the ordinary conduct of the school.
- Participation in relevant out-of-school learning activities.
- Additional responsibilities and activities relating to the raising of educational standards in one or more additional schools.

Teachers will not be eligible for 'overtime'; honorarium payments; or other ad-hoc payments, other than the additional payments as outlined above.

The Headteacher may be eligible for additional payments, if participating in a time-limited, temporary activity. Any permanent responsibilities in relation to the above activities will be taken into account when determining the Headteacher salary range for this school.

PART 5 - SUPPORT STAFF

24 Staffing Structure

The Governing Body, on the recommendations of the Headteacher, is responsible for agreeing a support staff staffing structure for the school which is appropriate to the needs for the school and is affordable within the constraints of the school budget.

Each post within the staffing structure will have a job description which has been job evaluated to determine the salary grade applicable to each post.

The school will consult their HR provider about the grading of all support staff posts in accordance with the requirements of the Education Act 2002.

The school acknowledges that their HR provider (Medway Schools HR) has adopted a job evaluation scheme which is used to determine the salary grade for a wide range of posts within the Local Authority in order to achieve wider comparability.

The school agrees that all support staff posts at the school will be graded in accordance with this scheme.

25 Pay Determinations on Appointment

The actual pay point within the salary range for each newly appointed employee will be at the minimum scale point of the grade unless:

- the new employee's current salary range is the same as the salary range assessed for the new appointment, in which case the starting salary will be the same as the new employee's current pay point.
- The new starter's current salary range is greater than the maximum of the grade for the new appointment, in which case the starting salary will be at the maximum of the new scale.
- the new starter's current salary range is less than the minimum of the grade for the new appointment, in which case the starting salary will be the pay point on the new scale which is equal to the new starter's current pay plus the value of one increment on the new scale (this may be the minimum point or above).
- the person appointed is not currently paid on a salary range assessed in accordance with the salary policy of the school/academy, in which case a starting salary point above the minimum of the range may be agreed by the Headteacher

taking into account the newly appointed employee's current actual pay and recent relevant experience and qualifications.

26 Existing Support Staff - Pay Progression

(please delete one of the paragraphs below depending on whether your school has adopted the NJC pay scales for support staff, or the Kent Range pay scales)

For staff employed under the NJC (Green Book Terms and Conditions)

Incremental progression on the salary range for the post is normally awarded annually on 1 April of each year until the maximum of the scale is reached. The NJC pay scales for support staff will be determined nationally through collective agreement.

If the employee has less than 6 months' service in the grade as at 1 April, s/he will be granted their first increment six months after the appointment, promotion or re-grading date.

From the April following the completion of five years' continuous service (within this school or within other schools which apply the National Joint Council NJC terms and conditions, staff that are employed term time only will have their salary adjusted to take account of their increased entitlement to additional leave.

The award of an annual increment as set out above may be withheld in exceptional circumstances. Such withholding will only be determined by the Headteacher in cases where performance has been deemed unsatisfactory and formal capability proceedings have begun.

Once an increment has been withheld in this way it may be reinstated with the agreement of the Headteacher (but not backdated) if performance subsequently improves significantly. In these circumstances the Headteacher should notify the employee (in writing) of their unsatisfactory performance, and details of the improvement required.

For staff employed under the Kent Range

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

The school/academy will 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 Governing Body will ensure that any such awards are made in accordance with the scheme's provisions.

This school will award pay progression for its support staff in accordance with the percentage increase determined by KCC.

27 Authorisation and Payment for Working Additional Hours

The total number of hours of work for all support staff will be determined at the time of appointment.

Where staff work additional hours, with the prior agreement of the Headteacher, additional payment or time off in lieu will be arranged.

Where payment is agreed, for working additional hours, reimbursement will be at plain time for staff working less than full time-time unless they exceed 37 hours in any week, in which case payment in excess of plain time may be payable. In essence this means time and a half when working Monday to Saturday and double time (minimum of 2 hours) when working Sundays and public/extra statutory holidays. Enhanced overtime is not payable above NJC scale point 27.

28 Acting Up Payments

The school may pay an employee an acting up payment for undertaking all or part of the duties of a higher graded post, for a continuous period of not less than four consecutive weeks, excluding annual leave.

Payments may be made in the following circumstances:

- where the employee undertakes the full duties of the higher graded post, the payment will be a sum equivalent to the salary increase that would have applied, had the employee been appointed to the post (i.e. the difference between the employee's salary and the minimum of the higher grade, or one increment, whichever is the greater).
- where the employee undertakes part of the duties of the higher graded post, the payment will be a percentage of the basic salary increase described in paragraph 30 (see above)

In exceptional circumstances, a payment may be made for reasons other than for that of undertaking the duties of a higher graded post. Normally this will fall into one of the following categories:

- Significant additional hours worked in order to complete an essential task/project, where it is not appropriate to pay overtime or give time off in lieu.
- Participation in a special project which is beyond the normal scope of the job description;
- Additional duties not related to a specific post

The amount of the payment should not exceed whichever is the greater of:

- 4 incremental points above the employee's substantive salary;
- 10% of the employee's annual substantive salary;

- £3,000 in any one financial year.

If additional duties and responsibilities continue beyond 12 months, the school should seek a permanent re-evaluation of the grading of the post through the HR (Schools) team.

29 Change of Duties Over Time

Where the duties of a post change significantly over time the school will seek to review the grading of that post. This will follow a review of the job description, in conjunction with the post holder. The school will seek the advice of their HR provider.

New and additional responsibilities can be added into the job description , which reflect changes and proposed changes in the role following consultation with the employee and the trade union representative. The school will utilise 'model' job descriptions provided by their HR provider, unless there is no appropriate template available.

30 Policy Monitoring and Review

The policy is subject to review annually or as otherwise required.

This Pay Policy was formally adopted by the Governing Body at its meeting on

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PART 6 – PAY/APPRAISAL APPEAL ARRANGEMENTS (ALL STAFF)

31 Appraisal Meeting

An employee shall be advised of the pay recommendation at their appraisal meeting following an assessment of their performance in the relevant cycle. Should a non progression recommendation be made the reasons for this should be clearly explained. In the latter case the employee must be informed of their right to submit written additional evidence and written representations to the Pay Committee, who are responsible for making final pay decisions.

32 Informal Stage – Mediation Discussion

An employee will be permitted to be represented by a trade union representative or workplace colleague at all stages of the appeal process.

Prior to a decision by the Pay Committee the employee may request an informal meeting with the Headteacher / appraiser to discuss the proposed pay recommendation and the reasons in more detail. The employee can provide further documentation to support his/her case.

In the case of the Headteacher being dissatisfied regarding his/her pay decision then an informal meeting with the Chair of the Committee should be arranged.

33 Pay Committee

The Pay Committee will assess pay recommendations based on the evidence provided by the appraiser, school procedures, the STPCD (if the employee is covered by the terms of the STPCD) and any representations made by the employee. The appraiser should not be part of, or privy to, the part of the meeting at which a final decision of the Pay Committee is made.

34 Appeal Against A Pay Decision

Any employee dissatisfied with any pay decision affecting them, made in accordance with this Pay Policy may appeal and seek a review of that decision.

The employee should set out in writing the grounds for questioning the pay decision and the remedy being sought and send it to the Chair of Governors, normally within 10 working days of the informal mediation discussion (see above); or in the event of the employee not wishing to have an informal mediation discussion, within 10 working days of the written confirmation of their pay decision.

The Clerk to the Governors will arrange a hearing normally within 20 working days of receipt of the written grounds for questioning the pay decision.

The appeal panel will consist of three Governors (who were not involved in the original determination) and the panel will be supported by an HR Consultant.

The employee will be given the opportunity to make representations in person to the appeal panel.

The decision of the appeal panel will be given in writing, normally within 5 working days. The panel's decision will be final.

Where the appeal is rejected the letter will outline the evidence considered and the reasons for the decision.

The employee shall be entitled to attend the meeting of the appeals panel and has the right to be accompanied and represented at any such meeting by a trade union representative or workplace colleague.

PART 7 - APPENDICES

35 Suggested Terms of Reference for the Pay Committee

The Pay Committee membership will be: (*minimum of 3 governors*)

The Headteacher will attend in an advisory capacity only and will withdraw when his/her salary is under consideration and final decisions on employees' pay are made.

The terms of reference for the Pay Committee will be determined from time to time by the Governing Body. The current terms of reference are:

- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions;
- To undertake an annual pay review for each teaching member of staff based on the criteria set out in the Pay Policy with effect from 1 September;
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- To consider recommendations of the reviewer/Headteacher for pay rises and generically report these decisions to the next meeting of the Governing Body;
- To consider any written representations made by employees.
- To recommend to the Governing Body the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews;
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Governing Body, as appropriate and at least annually;
- To carry out the performance review of the Headteacher, review the salary of the Headteacher, reporting to the Governing Body for salary ratification.
- To work with an External Adviser for the performance review of the Headteacher.

In the case of new appointments to the staff, decisions on starting salary will be delegated to the Headteacher or Selection Panel as appropriate.

In the case of a new Headteacher appointment, the Governing Body will determine the salary range however the determination of the starting salary will be made by the Selection Panel under their delegated powers.

36 Teachers Pay Scales - applicable from 1 September 2018

Delete either Main scale 1a or 1b depending on decision taken by the governing body (see section 4 above)

Main scale 1a. Discretionary Reference Points (if 1% had been applied in 2017)

Main Pay Range for Teachers 2018		
Reference point 1 (M1)	£23,720	Minimum
Reference point 2 (M2)	£25,344	NB: These values are reference points only and there may be circumstances in which the school is justified in paying a different value
Reference point 3 (M3)	£27,380	
Reference point 4 (M4)	£29,488	
Reference point 5 (M5)	£31,811	
Reference Point 6 (M6a) (optional pay point)	£34,325	
Reference point 6 (M6b)	£35,008	Maximum

Main scale 1b. Discretionary Reference Points (if 2% increase had been applied in 2017)

Main Pay Range for Teachers 2018		
Reference point 1 (M1)	£23,720	Minimum
Reference point 2 (M2)	£25,594	NB: These values are reference points only and there may be circumstances in which the school is justified in paying a different value
Reference point 3 (M3)	£27,652	
Reference point 4 (M4)	£29,780	
Reference point 5 (M5)	£32,126	
Reference Point 6 (M6a) (optional pay point)	£34,665	
Reference point 6 (M6b)	£35,008	Maximum

Upper Pay Range 2018		
Minimum U1	£36,646	Minimum
Mid point U2	£38,004	NB: This value is a suggested reference point only and there may be circumstances in which the school is justified in paying a different value.
Maximum U3	£39,406	
		Maximum

Pay Range for Leading Practitioners 2018		
Minimum	£40,162	NB: The minimum and maximum of this pay range equates to point 1-18 of the Leadership Pay Scale. The Committee may decide to use L1-18 as reference points for the Leading Practitioner pay scale.
Maximum	£61,055	

Pay Range for Unqualified Teachers from 1 st September 2018		
Reference point 1	£17,208	minimum
Reference point 2	£19,210	NB: These values are reference points only and there may be circumstances in which the school is justified in paying a different value
Reference point 3	£21,210	
Reference point 4	£23,212	
Reference point 5	£25,215	
Reference point 6	£27,216	

TLR1	Value	TLR2	Value
TLR1D	£7,853	TLR2C	£2,721
TLR1C	£9,663	TLR2B	£4,530
TLR1B	£11,472	TLR2A	£6,646
TLR1A	£13,288		

TLR3 payments can be any spot value between £540 and £2,683 per annum

SEN Allowances can be any spot value between £2,149 and £4,242 per annum

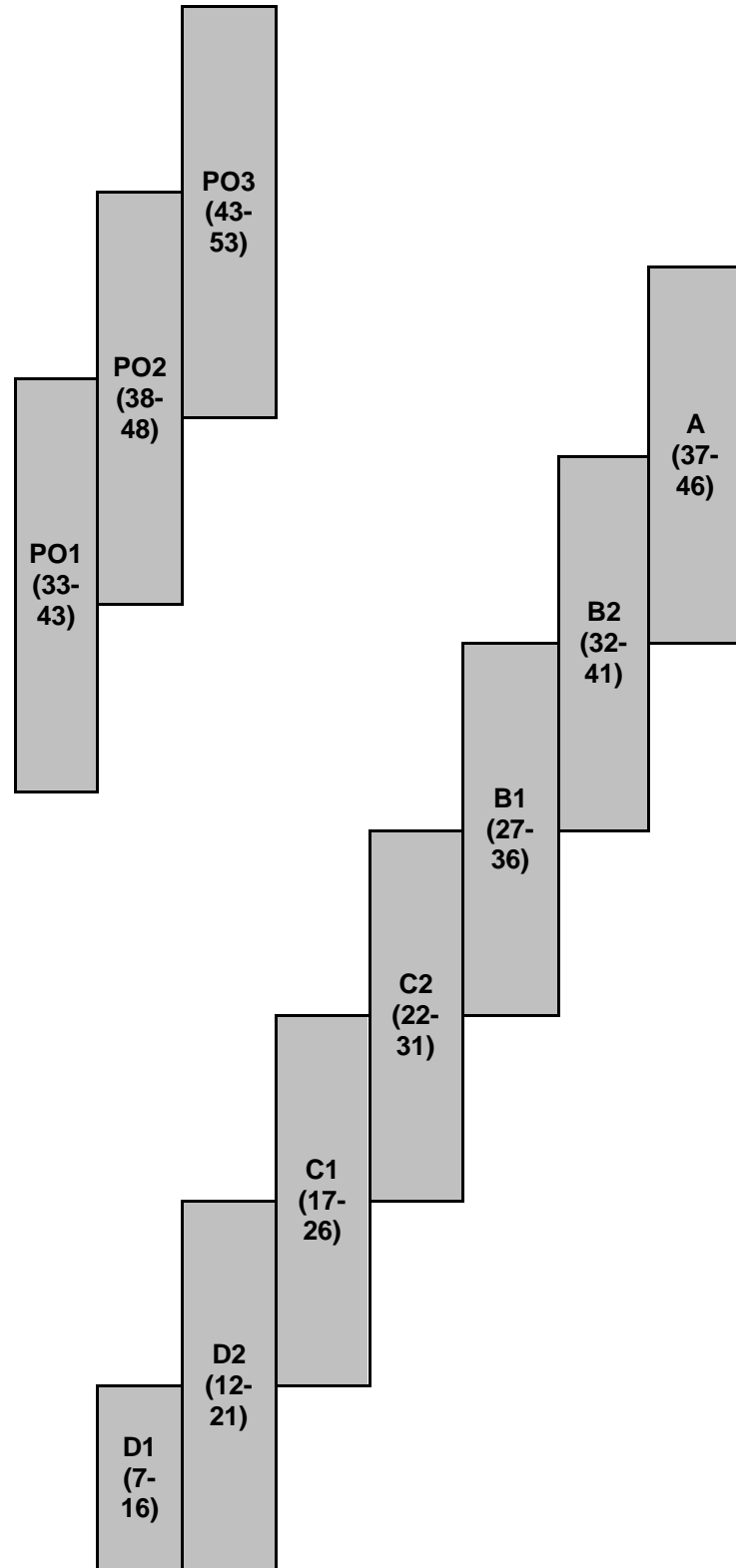
Pay Range for Leadership Group from 1 st September 2018		
Reference point 1	£39,965	
Reference point 2	£40,966	
Reference point 3	£41,989	
Reference point 4	£43,034	
Reference point 5	£44,106	
Reference point 6	£45,213	
Reference point 7	£46,430	
Reference point 8	£47,501	
Reference point 9	£48,687	
Reference point 10	£49,937	
Reference point 11	£51,234	
Reference point 12	£52,414	
Reference point 13	£53,724	
Reference point 14	£55,064	
Reference point 15	£56,434	
Reference point 16	£57,934	
Reference point 17	£59,265	
Reference point 18*	£60,153	Maximum for Headteacher Pay Group 1
Reference point 18	£60,755	
Reference point 19	£62,262	
Reference point 20	£63,806	
Reference point 21*	£64,736	Maximum for Headteacher Pay Group 2
Reference point 21	£65,384	
Reference point 22	£67,008	
Reference point 23	£68,667	
Reference point 24*	£69,673	Maximum for Headteacher Pay Group 3

Reference point 24	£70,370	
Reference point 25	£72,119	
Reference point 26	£73,903	
Reference point 27*	£74,985	Maximum for Headteacher Pay Group 4
Reference point 27	£75,735	
Reference point 28	£77,613	
Reference point 29	£79,535	
Reference point 30	£81,515	
Reference point 31*	£82,701	Maximum for Headteacher Pay Group 5
Reference point 31	£83,528	
Reference point 32	£85,605	
Reference point 33	£87,732	
Reference point 34	£89,900	
Reference point 35*	£91,223	Maximum for Headteacher Pay Group 6
Reference point 35	£92,135	
Reference point 36	£94,416	
Reference point 37	£96,763	
Reference point 38	£99,158	
Reference point 39*	£100,568	Maximum for Headteacher Pay Group 7
Reference point 39	£101,574	
Reference point 40	£104,109	
Reference point 41	£106,709	
Reference point 42	£109,383	
Reference point 43	£111,007	Maximum for Headteacher Pay Group 8

NB: the pay scales contained throughout this model pay policy are applicable to schools and academies located outside of the following areas: Inner London; Outer London; Fringe Area. If your school or academy is located in one of the London or Fringe areas please contact Medway HR Services for separate pay scales applicable to your establishment.

37 Support Staff Payscales (NJC) – Applicable 1 April 2018

Spine Point	1 April 2016	1 April 2017	1 April 2018
53	47,269	47,742	48,697
52	46,269	46,732	47,667
51	45,287	45,740	46,655
50	44,334	44,777	45,673
49	43,387	43,821	44,697
48	42,053 42,474	42,899	43,757
47	41,140 41,551	41,967	42,806
46	40,217 40,619	41,025	41,846
45	39,267 39,660	40,057	40,858
44	38,405 38,789	39,177	39,961
43	37,483 37,858	38,237	39,002
42	36,571 36,937	37,306	38,052
41	35,662 36,019	36,379	37,107
40	34,746 35,093	35,444	36,153
39	33,857 34,196	34,538	35,229
38	32,778 33,106	33,437	34,106
37	31,846 31,164	32,486	33,136
36	30,978 31,288	31,601	32,233
35	30,178 30,480	30,785	31,401
34	29,558 29,854	30,153	30,756
33	28,746 29,033	29,323	29,909
32	27,924 28,203	28,485	29,055
31	27,123 27,394	27,668	28,221
30	26,293 26,556	26,822	27,358
29	25,440 25,694	25,951	26,470
28	24,472 24,717	24,964	25,463
27	23,698 23,935	24,174	24,657
26	22,937 23,166	23,398	23,866
25	22,212 22,434	22,658	23,111
24	21,530 21,745	21,962	22,401
23	20,849 21,057	21,268	21,693
22	20,253 20,456	20,661	21,074
21	19,742 19,939	20,138	20,541
20	19,048 19,238	19,430	19,819
19	18,376 18,560	18,746	19,446
18	17,714 17,891	18,070	18,870
17	17,372 17,547	17,772	18,672
16	16,969 17,169	17,419	18,319
15	16,572 16,772	17,072	17,972
14	16,231 16,481	16,781	17,681
13	15,941 16,191	16,491	17,391
12	15,523 15,823	16,123	17,173



11	15,507	15,807	17,007		
10	15,238	15,613	16,863		
9	14,975	15,375	16,755		
8	14,771	15,246	16,626		
7	14,615	15,115	16,495		
6	14,514	15,014	16,394	E1 (5-6)	E2 (5-10)
5	removed	removed	removed		