



**Federation of
Westminster Special Schools
& Bi-Borough Inclusion Service**

FEDERATION PAY POLICY

Reviewed and updated December 2021

Approved by GB January 2022

Next review due December 2022

PAY POLICY

This policy is based on the City of Westminster's Model Pay Policy for Schools dated September 2021. It has been adapted to reflect the workings of the Federation, the Bi-Borough Inclusion Service and the role of the Executive Headteacher rather than an individual school.

The Westminster model policy refers to a Pay Committee. In the context of the Federation this equates to the Planning and Organisation Committee Pay Panel. In the Federation the Pay Panel meets annually to consider pay awards to all staff as part of the appraisal process. All other matters relating to pay come within the remit of the Planning and Organisation Committee and the full Governing Board as appropriate.

NOTES:

All references in this model policy to "the STPCD" and to "the section 3 guidance" are to the current School Teachers' Pay and Conditions Document (STPCD). The STPCD (Section 2) and the Statutory Guidance (Section 3) should be read together to provide a complete picture of pay and conditions for teachers in England. Current rates of pay are contained in Appendix A

The Governing Board of The Federation of Westminster Special Schools adopted this pay policy on 10th January 2022 to be effective from immediately

INTRODUCTION

This policy sets out the framework for making decisions on teachers' pay and other support staff. (All federation staff). It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with staff and/or the recognised trade unions.

STATEMENT OF INTENT

The prime statutory duty of Governing Bodies in England, is to "...conduct the school with a view to promoting high standards of educational achievement at the school."

The Governing Board aims to:

- Maximise the quality of teaching and learning at the Federation schools
- Support the recruitment and retention of a high-quality teacher and support staff workforce
- Enable the Federation, federation schools and Bi-Borough Inclusion Service to recognise and reward teachers, other school and federation staff appropriately for their contribution to the school and the Federation.
- Help to ensure that decisions on pay are managed in a fair, just and transparent way

The Governing Board of the Federation of Westminster Special Schools and Bi-Borough Inclusion Service will act with integrity, confidentiality, objectivity and honesty in the best interests of the Federation schools and Federation Staff. The Governing Board will be open about decisions made and actions taken and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

This pay policy is intended to support the Federation, federation schools' statutory duties and the principles set out above. The Governing Board will review this policy annually.

London Living Wage

The Federation, as a minimum, is committed to paying all employees and agency/supply staff the London Living Wage (LLW). The LLW is reviewed annually and published by the Mayor of London during the autumn. The Federation is also committed to requiring contractors undertaking work on the school's behalf to pay the LLW as a minimum.

The Federation supports this principle and will progressively work towards achieving this aim

EQUALITIES LEGISLATION

The Governing Board will comply with relevant equalities legislation:

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010

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

EQUALITIES AND PERFORMANCE RELATED PAY

The Governing Board will ensure that its' processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g., an absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual circumstances of the member of staff and the Federation school's circumstances.

STAFFING STRUCTURE AND JOB DESCRIPTIONS

The staffing structure of the Federation is attached (**Annex 2**). This is the current staffing structure agreed by the Governing Board and a formal review of this structure will take place in February 2022 in line with the new EBT (Education Banding Tool) .

The Headteachers in liaison with the Federation Executive Headteacher will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the Governing Board. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the Federation, federation schools or Bi-Borough Inclusion Service Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process.

ACCESS TO RECORDS

The Federation Headteachers and the Head of the Bi-Borough Inclusion Service will ensure reasonable access for individual members of staff to their own employment records.

APPRAISAL

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

The Headteachers in liaison with the Executive Headteacher will moderate objectives to ensure consistency and fairness; the Headteachers in liaison with the Executive Headteacher will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness. A similar process will apply to Teaching Assistants and Midday Meal Supervisors.

For business support staff this process will be undertaken by the Federation Business Manager and the Executive Headteacher. For the Bi-Borough Inclusion Service this process will be undertaken by the Head of the Service and the Executive Headteacher.

In the absence of the Executive Headteacher an adviser will be appointed by the Co-Chairs of Governors as considered appropriate

GOVERNING BOARD OBLIGATIONS

The Governing Board will fulfil its obligations to:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (the STPCD) and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book').
- **Support staff:** as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the "Green Book"), collective agreements of the Greater London Provincial Council (GLPC) and any local terms and conditions of employment.

The Governing Board will need to consider any updated pay policy and assure themselves that appropriate arrangements for linking appraisal to pay for teachers and all other staff are in place, can be applied consistently and that their pay decisions can be objectively justified.

The Governing Board will monitor the outcomes of pay decisions, including the extent to which different groups of teachers and support staff may progress at different rates, ensuring the schools' and Bi-Borough Inclusion Service continued compliance with equalities legislation.

EXECUTIVE HEADTEACHER and HEADTEACHER OBLIGATIONS

The Executive Headteacher and Headteachers will:

- develop clear arrangements for linking appraisal to pay progression and consult with all staff including support staff and recognised trade union representatives on the appraisal and pay policies;
- submit any updated appraisal and pay policies to the Governing Board for approval;
- ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- ensure that annual appraisals are held for each member of staff (including business support staff) and that each member of staff has a formal mid-year review and regular one-to-ones with their line manager during the academic year;
- submit pay recommendations for all staff to the Planning and Organisation Committee Pay Panel and ensure the Pay Panel has sufficient information upon which to make pay decisions;
- ensure that all members of staff are informed about decisions reached; and that records are kept of recommendations and decisions made.

OBLIGATIONS OF STAFF

Each member of staff will:

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

DIFFERENTIALS

Appropriate differentials will be created and maintained between posts across the Federation and within the Federation schools and Bi-Borough Inclusion Service recognising accountability and job weight, and the Governing Board's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

DISCRETIONARY PAY AWARDS

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

SAFEGUARDING

Where a pay determination relating to a teacher leads or may lead to the start of a period of safeguarding, the Governing Board will comply with the relevant provisions of the STPCD and will give the required notification as soon as possible and no later than one month after the determination.

Similarly, pay protection arrangements for all support staff will be determined if appropriate, depending on the circumstances and in accordance with LA guidelines

PROCEDURES

The Governing Board will determine the annual pay budget on the recommendation of the Planning and Organisation Committee.

The Governing Board has delegated its pay powers to the Planning and Organisation Committee. The Planning and Organisation Committee has set up a pay panel which meets annually to deal with pay awards arising from the Appraisal process. Any person employed to work at the Federation school, other than the Headteacher, must withdraw from a meeting at which the pay or appraisal of any other employee of the Federation school, is under consideration. The Headteacher must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about his/her ability to act impartially.

No member of the Governing Board who is employed to work in the Federation shall be eligible for membership of the pay panel.

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

The terms of reference for the Planning and Organisation Committee will be determined from time to time by the Governing Board. The current terms of reference for the Planning and Organisation Committee in relation to pay are:

- to achieve the aims of the Federation pay policy in a fair and equal manner;
- to apply the criteria set by the Federation pay policy in determining the pay of each member of staff at the annual review; (Pay Panel)
- to observe all statutory and contractual obligations; (Pay Panel)
- to record the reasons for all decisions and report the fact of these decisions to the next meeting of the Governing Board; (Pay Panel)
- to recommend the annual budget needed for pay;
- to keep abreast of relevant developments and to advise the Governing Board when the Federation pay policy needs to be revised. This is included in the policy review schedule:

- to work with the Executive Headteacher in ensuring that the Governing Board complies with the Appraisal Regulations 2012 (teachers). In the absence of the Executive Headteacher the committee will work with the Headteacher for each school, The Head of the Bi-Borough Inclusion Service and the Federation Business Manager. The Committee may seek external advice if considered appropriate.
- To work with the Executive Headteacher in ensuring that the Governing Board complies with Appraisal arrangements for all Federation staff including support staff. In the absence of the Executive Headteacher the committee will work with the Headteacher for each school, The Head of the Bi-Borough Inclusion Service and the Federation Business Manager. The Committee may seek external advice if considered appropriate.

The report of the Planning and Organisation Committee pay panel will be placed in the confidential section of the Governing Board's agenda and will either be received or referred back. Reference back may occur only if the Planning and Organisation Committee or pay panel has exceeded its powers under this policy.

ANNUAL DETERMINATION OF PAY

All teaching staff salaries, including those of the Executive Headteacher, the Headteachers, Assistant Heads and the Head of the Bi-Borough Inclusion Service will be reviewed annually to take effect from 1 September. The Governing Board will endeavour to complete teachers' annual pay reviews by 31 October. The Executive Headteacher and Headteachers' annual pay review by 31 December. They will, however, complete the process without undue delay.

Support staff salaries will also be reviewed annually and considered by Pay Panel

NOTIFICATION OF PAY DETERMINATION

Decisions will be communicated to each teacher by the Headteacher in writing and will set out the reasons why decisions have been taken. Decisions on the pay of the Headteachers will be communicated by the Executive Headteacher to the Headteachers and the HR/Payroll provider. In the absence of the Executive Headteacher this role will be undertaken by the Chair/ Co-Chairs of Governors. The Executive Headteacher will be communicated by the Chair/Co-Chair of Governors. There is a separate Executive Headteacher performance management governors panel (EHTPM) chaired by Chair/Co-Chair of Governors. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

Decisions relating to the annual review of support staff salaries will also be communicated in writing. In relation to business support, the Federation Business Manager will liaise with the Executive Headteacher. In the absence of the Executive Headteacher the Federation Business Manager will liaise with the Chair/ Co-Chairs of Governors who may appoint an adviser if considered appropriate.

APPEALS PROCEDURE

The Governing Board has an appeals procedure in relation to teachers' pay and support staff. The procedure is set out in **Annex 1** to this pay policy.

Please see the Job evaluation appeals process

EXECUTIVE HEADTEACHER AND HEADTEACHERS PAY

Pay on appointment

- The Governing Board will first establish the Federation schools combined unit score. This will provide a basis for establishing a pay range for the Executive Headteacher. The Headteacher group for each school will then establish a pay range for the Headteacher posts. If a Headteacher takes on permanent accountability for one or more additional schools, the Governing Board will set a pay range by combining the unit score of all the schools for which the Headteacher is responsible; The Governing Board will assign a seven point Individual School Range (ISR) for the Federation Executive Headteacher post. This is determined by the combined school group size, as set out in the current STPCD. The group size for this post has been determined as Group 8 and the ISR has been determined as L33 – L39. The Governing Board will also ensure that there is no overlap of salary bands between the Executive Headteacher and other leadership posts. The Governing Board will determine a five point ISR for all other leadership posts based on the school group size, as determined in the STPCD. The Governing Board has determined the group size for each school to be Group 5. Within the Federation, the ISRs for each leadership post have been determined as follows:
 - Headteacher L24 - L28
 - Head of Bi-borough Inclusion Service L16 - L20
- The Governing Board will also ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- The Governing Board will consider exercising its discretion to implement an Executive Headteacher/ Headteachers pay range above the maximum of the Headteacher group where the Governing Board consider that circumstances specific to the role or candidate warrant a higher than normal payment;
- The Governing Board will consider the need to award any further temporary discretionary payments to an Executive Headteacher/ Headteacher. The total sum of temporary payments made in any school year must not exceed 25% of the Executive Headteachers/ Headteacher's annual salary.

ANNUAL PAY DETERMINATION

- The EHT PM Panel will review the Executive Headteacher's pay annually based on an assessment and outcome of the Executive Headteachers Appraisal in relation to the key objectives, implementation and impact taking account of Headteacher standards demonstrating sustained high quality of performance
- The Executive Headteacher in consultation with the Chair/Co-Chairs of Governors will review the Headteachers' pay annually based on an assessment and outcome of the Headteacher's Appraisal in relation to the key objectives, implementation and impact taking account of Headteacher standards demonstrating sustained high quality of performance. In the absence of the Executive Headteacher this role will be undertaken by the Governors Headteacher Performance Panel with the assistance of an external adviser.
- The Planning and Organisation Pay Panel will review the Executive Headteacher's pay annually based on the recommendations of the EHTPM panel.
- The Planning and Organisation Pay Panel will review the Headteachers pay based on the recommendations of the Executive Headteacher. In the absence of the Executive Headteacher the recommendations will be made by the Governors' Headteacher Performance Panel.
- A recommendation on pay must be made in writing as part of the individual's appraisal report;
- The Pay Panel may award one or more reference points on the Headteacher's pay range (subject to the maximum of the range not being exceeded). on the basis of an assessment of:
 - the outcome of the Executive Headteacher's/Headteachers' appraisal against defined annual objectives relating to Federation/ school leadership and management and pupil progress.
 - whether the Executive Headteacher/ Headteacher has demonstrated a sustained high quality of performance; and
 - Whether the Executive Headteacher/Headteacher continues to meet the relevant teachers' standards and other relevant professional standards.
- The total sum of salary and other payments made to the Executive Headteacher/ Headteachers must not exceed 25% above the maximum of the Headteacher group.
- The Governing Board/The Planning and Organisation Committee may determine the Executive Headteachers/ Headteacher's pay range at any time if it considers it necessary to reflect a significant change in in the responsibilities of the post.

ASSISTANT HEADTEACHERS

Pay on appointment

- The Governing Board has determined the pay range to be advertised and agree pay on appointment as follows: Assistant Headteacher L11 - L15

This is determined in accordance with the STPCD, taking account of the professional responsibilities of the Assistant Headteacher

- On appointment the pay will be one of the three first points on the pay range
 - The Governing Board will ensure that the maximum of Assistant Headteacher's pay range must not exceed the maximum of the Headteacher group for the Federation school and will also take account of any other permanent payments made to staff within the Federation school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability
- The Governing Board may determine the pay range for the Executive Headteacher, Headteachers, Assistant Headteacher, Head and staff of the BI-Borough Inclusion Service at any time if it considers it necessary to reflect a significant change in the responsibilities of the post

ANNUAL PAY DETERMINATION

The Pay Panel will review the pay of the Assistant Headteachers annually.

A recommendation on pay must be made in writing as part of the individual's appraisal report.

The Pay Panel may award one or more reference points on the Assistant Headteacher's pay range, (subject to the maximum of the group not being exceeded) on the basis of an assessment of:

- the outcome of the Assistant Headteacher's appraisal against defined annual objectives relating to school leadership, management and pupil progress.
- whether the Assistant Headteacher has demonstrated a sustained high quality of performance; and
- whether the Assistant Headteacher continues to meet the relevant teachers' standards and other relevant professional standards.

ACTING ALLOWANCES

Acting allowances may be payable to teachers who are assigned and carry out the duties of a Headteacher, Deputy Headteacher or Assistant Headteacher. The Governing Board will, within a four-week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be considered in advance and, if agreed, will be paid from the first day of absence.

HONORARIA PAYMENTS (See Appendix B)

Honoraria payments are made in order to recognise either when a member of support staff takes on additional duties of a higher graded post or to reward additional responsibility at the same grade.

One off payments to support staff to reward additional responsibilities are clearly linked to school improvement strategies and are vital to federation priorities and may include the following areas of development:

- Intensive Interaction
- Attention Autism
- Makaton
- Team Teach Trainers
- Manual Handling Trainers

These staff will be paid £750 per annum as a one off payment. Performance in relation to this additional responsibility will be reviewed annually at appraisal and will only continue if performance is of high quality. Staff in receipt of these payments will have the expectations of the role clearly set out within their job descriptions.

REVIEW OF THE PAY OF LEADERSHIP POSTS

The Governing Board may choose to exercise its discretion to review the pay of all the Federation leadership group posts including the Federation Business Manager post if they determine that this is required to maintain consistency with pay arrangements for new appointments to this group.

SAFEGUARDING

The STPCD sets out the circumstances under which teachers are entitled to up to 3 years' salary safeguarding where they would otherwise suffer a reduction in salary following a school reorganisation or a change in the terms of an individual's employment. With regard to support staff this is set out in LA policy.

NEWLY QUALIFIED TEACHERS

Newly qualified teachers placed on the minimum of the of the main pay range on their first appointment will, following the successful completion of their induction year, be awarded the next reference point on the main pay range on the subsequent 1st September. Thereafter, progression on the main pay range will be determined as for other classroom teachers.

Note: This is LA guidance only as ECTs have no automatic entitlement to salary progression on completion of induction

CLASSROOM TEACHERS

Pay on appointment

In determining the starting salary for a newly appointed classroom teacher post on the main range or upper pay range, the Federation school will consider all these options

- normally recognise the salary point applicable to the teacher's last post;
- normally recognise previous experience gained by the teacher where this is relevant to the requirements of the post;
- have regard to
 - the requirements of the post;
 - any specialist knowledge required for the post;
 - the experience required to undertake the specific duties of the post;
 - the wider school context.

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

Unqualified, Main and Upper Pay Ranges for Teaching Staff

On annual basis, the Governing Board will determine the local points between the statutory minimum and maximum points of the unqualified, main and upper ranges as published in the STPCD with effect from 1 September each year.

For unqualified teachers, Governors have agreed to apply an increase of £250 (Sept 2021) to the minima and points two and three of the Unqualified Teacher Scale This is in line with LA Guidance published reference points where staff and unions have been consulted by the LA

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

To move up the main pay range, teachers will need to have met their objectives and have shown that they are competent in all elements of the Teachers' Standards. Teaching should be 'good', as defined by Ofsted.

If the evidence shows that a teacher has exceptional performance, the Pay Panel will consider the use of its flexibilities to award enhanced pay progression, up to the maximum (M6) of the main pay range. Teaching should be 'outstanding', as defined by Ofsted. Judgments will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show:

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

APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

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

All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, in this school, including any recommendation on pay. Where such information is not applicable or available, e.g., those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

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

PROCESS

One application may be submitted annually. The closing date for applications is normally end of *October* each year; however, exceptions will be made in particular circumstances, e.g., those teachers who are on maternity leave or who are currently on sick leave.

The process for applications is: The Headteacher in consultation with the Executive Headteacher should appoint an assessor which can be internal or and external consultant with the agreement of the Governing Board;

- Complete the school's Upper Pay Range application form where applicable
- Submit the application form and supporting evidence to the Headteacher by the published cut-off date
- You will receive notification of the name of the assessor of your application within 5 working days;
- The assessor will assess the application, which will include a recommendation to the Planning and Organisation Pay Committee.
- The application, evidence and recommendation will be passed to the Headteacher* for moderation purposes, if the Headteacher is not the assessor;
- The Headteacher should consult the Executive Headteacher to ensure that there is consistent moderation across the Federation.
- The pay committee will make the final decision, advised by the Executive Headteacher or an external adviser if considered appropriate
- Teachers will receive written notification of the outcome of their application by *[insert date]*. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);

- If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria;
- Successful applicants will move to the minimum of the UPR backdated to 1st September of the year of acceptance of the post unless there are exceptional reasons for not doing so then it is a federation decision where the teacher is placed on the scale.
- Unsuccessful applicants can appeal the decision. The appeals process is set out at the back of this pay policy.

[*Note: the model appraisal policy leaves it open to local determination as to who at the school should be responsible for moderating the process].

ASSESSMENT

The teacher will be required to meet the following criteria, namely that:

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

In this Federation, this means:

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

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

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

PROGRESSION ON THE UPPER PAY RANGE

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

- the evidence base, which should show that the teacher has had a successful appraisal or successful appraisals, as appropriate, and has met objectives;
- Evidence that the teacher is highly competent in all elements of the relevant standards; and that the teacher’s achievements and contribution to the school are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled, “Applications to be paid on the Upper Pay Range”.

Where it is clear that the evidence shows the teacher has made good progress, i.e., they continue to maintain the criteria set out above (see ‘Applications to be Paid on the Upper Pay Range’), and have met their objectives, the pay committee may recommend that the teacher should move to the next point on the Upper Pay Range.

Where it is clear from the evidence that the teacher’s performance is exceptional, in relation to the criteria set out above (see ‘Applications to be Paid on the Upper Pay Range’), and where the teacher has met or exceeded their objectives, the pay committee may use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. Teaching should be ‘outstanding’ as defined by Ofsted.

LEADING PRACTITIONER ROLES

- Governing Board has determined the pay range to be advertised and agree pay on appointment as follows: Lead Practitioner L6 - L10

Leading practitioners have the primary purpose of modelling and leading improvement of teaching skills

In this context, specific duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching skills within school [**and within the wider school community*] which impact significantly on pupil progress; improving the effectiveness of staff and colleagues, particularly in relation to specific areas

PAY ON APPOINTMENT

The STPCD sets out a minimum figure a maximum figure between which individual post ranges are to be determined locally. The Governing Board has determined the pay range to be advertised and agree pay on appointment as follows: L6 – L10. This is determined in accordance with the STPCD, taking account of the professional responsibilities of the Lead Practitioner. Different posts in the same school may be paid on different individual post ranges.

PAY DETERMINATION EFFECTIVE FROM 1 SEPTEMBER EACH YEAR

The Executive Headteacher for Federation posts / Headteacher in liaison with Executive

Headteacher for single school- based posts will agree appraisal objectives for the Leading Practitioner

The Pay Panel shall have regard to the results of the Leading Practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay.

The Pay Panel will take account of other evidence. The evidence should show the Leading Practitioner:

- has met their objectives;
- is an exemplar of teaching skills, which should impact significantly on pupil progress, within school and within the wider school community, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly competent" and "substantial" are defined in the section entitled, "Applications to be paid on the Upper Pay Range".

Where it is clear from the evidence that the teacher's performance is exceptional, the pay committee may decide to award enhanced pay progression of [insert text].

UNQUALIFIED TEACHERS

Pay on appointment

The Governing Board will determine on the advice of the Executive Headteacher/ Headteacher where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. On a daily basis this is delegated to the Executive Headteacher/Headteacher

The Governing Board will consider whether it wishes to pay an additional allowance (see appendix B) to recognise that the teacher has taken on a sustained additional responsibility which is focused on teaching and learning and requires the exercise of the teacher's professional skills and judgement or has qualifications or experience which brings added value to the role being undertaken. On a daily basis this is delegated to the Executive Headteacher/Headteacher in consultation with the Chair/ Co-Chairs of Governors

To be eligible for progression up the unqualified teacher range, unqualified teachers will need to show that they have met their objectives. If the evidence shows that a teacher has exceptional performance, the Governing Board may award enhanced pay progression.

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

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

TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS

The Governing Board may award a TLR payment to a classroom teacher for undertaking a sustained additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable.

TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the Federation schools staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR1 or TLR2 is awarded.

The Governing Board may award a TLR3 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The Executive Headteacher/Headteacher 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.

Unless an exception is contained in the current STPCD, a TLR3 will not be awarded for longer than one academic year or three consecutive terms. (This is recommended HR guidance. Any additional responsibilities, over what would normally be expected of a classroom teacher, which last longer than one year, or three terms should be properly accommodated within the overall staffing structure, by allocating these responsibilities to a member of the leadership group or incorporating the responsibilities into the role of a leading practitioner or by awarding a TLR1 or TLR2). The rates payable for all TLR payments with effect from the 1 September each year are agreed by the Planning and Organisation Committee on an annual basis are appended to this policy

[Note: In most cases, it is felt to be unlikely that a payment of £570 per annum will be sufficient to recognise the additional significant short-term responsibilities envisaged by the criteria set out in the STPCD. Additional responsibilities of lesser significance are more likely to be accommodated within the variation in responsibilities experienced by individuals over time, which will be built into the normal expectations for their substantive pay grade].

SPECIAL NEEDS ALLOWANCE

The Governing Board will award a SEN spot value allowance to any classroom teacher who meets the criteria as set out in the STPCD.

When deciding on the amount of the allowance to be paid, the Governing Board will consider the structure of the Federation school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post. The Governing Board will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified.

The rates payable for all SEN payments with effect from the 1 September each year are agreed by the Governing Board on an annual basis are appended to this policy

SUPPORT STAFF

The Governing Board notes its powers to determine the pay of support staff in accordance with the School Staffing (England) Regulations 2009.

The Governing Board will determine the appropriate pay grade of a member of the support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the LA.

On appointment the individual will normally be appointed to the minimum of the appropriate scale. Where the school regards any previous experience as particularly relevant to their role in the new post, additional points may be awarded.

ANNUAL SALARY PROGRESSION

WCC Schools

To progress up their pay scales, members of the support staff will need to show that they have met and exceeded their objectives. If a member of support staff has exceptional performance, the Pay Panel may award enhanced pay progression which is determined by the Pay Panel with advice by the Executive Headteacher /Headteachers/ Business Support Manager taking account of any Local Authority Policy.

ACTING ALLOWANCES

Where a member of staff covers the full duties of a higher graded role on a temporary basis, for example to cover a vacancy or in the absence of the substantive post holder (other than to cover for annual leave), for a period of at least 4 weeks, they may be paid an acting allowance equivalent to the grade of the post they are covering. Acting arrangements are time limited and will be subject to regular review.

These staff will be paid to be determined a one- off annual payment Performance in relation to this additional responsibility will be reviewed annually at appraisal and will only continue if performance is of high quality. Staff in receipt of these payments will have the expectations of the role clearly set out within their job descriptions.

Where an employee is undertaking partial duties of a higher graded role, a special honorarium/ex gratia payment may instead be considered.

PREMIUM PAYMENTS

In some circumstances voluntary overtime may be offered to staff to cover specific duties. In all cases, voluntary overtime must be agreed in advance of any work undertaken. The rate of pay for voluntary overtime will be in accordance with local terms and conditions of employment, depending on the grade of the post

PART-TIME EMPLOYEES

Teachers: Teachers employed on an ongoing basis at the Federation schools but who work less than a full working week are deemed to be part-time. The Governing Board will give them 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.

All staff: The Executive Headteacher, Headteachers, The Head of the Bi-Borough Inclusion Service and the Governing Board will use its best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator.

SHORT NOTICE/SUPPLY TEACHERS

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year as defined by the STPCD (this normally consists of 195 days). Periods of employment for less than a day being calculated pro-rata.

Short Notice/Supply Support staff

Supply support staff are paid daily, weekly or monthly depending on the circumstances and the length of employment. The majority of all short notice supply support staff are employed through an agency

ADDITIONAL PAYMENTS

The Governing Board may make payments as they see fit to a teacher, in respect of:

- continuing professional development undertaken outside the school day;

- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- participation in out-of-school hours learning activity agreed between the teacher and the Headteacher
- additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

Continuing professional development

A payment may be made to a teacher for voluntary CPD which the teacher has undertaken outside of the school day.

The Governing Board has the discretion to decide which activities would be eligible for such a payment and the minimum number of hours that must be undertaken before a payment is considered.

Payment will be calculated:

- on a daily basis at 1/195th of the teacher's actual salary*;
- on an hourly basis at 1/1265th of salary*; or
- as a flat rate of £xxx per hour/day*.

(*alternatives for schools to consider. Number of working days/hours used to calculate payments will be those contained in the current STPCD).

Provision of initial teacher training

A payment may be made for activities which are undertaken on a voluntary basis relating to the provision of initial teacher training (ITT). Such payments may only be made for ITT which is provided as part of the ordinary conduct of the school.

The Governing Board has determined that teachers undertaking these activities will be entitled to a flat rate payment per month/annum as recommended by the LA. The amount will be determined depending on the individual circumstances.

Such activities may include:

- supervising and observing teaching practice;
- giving feedback to students on their performance and acting as a professional mentor;
- running seminars or tutorials on aspects of the course; and
- formally assessing student competence.

Participation in out of school hours learning activity

Teachers who agree to provide learning activities outside of normal school hours and whose salary range does not take account of such activity will be entitled to a payment of:

- on a daily basis at 1/195th of the teacher's actual salary*;

- on an hourly basis at 1/1265th of salary*; or
- as a flat rate per hour/
- (*alternatives for schools to consider. Number of working days/hours used to calculate payments will be those contained in the current STPCD).

This will be dependent on the nature of the activity

Examples of out of school learning activities include:

- breakfast clubs;
- homework clubs;
- summer schools;
- study support groups;
- activities for gifted and talented children;
- activities to improve literacy;
- sporting activities; and
- other outdoor activities or clubs linked to the curricular, arts and hobby interest areas.

To ensure effective work life balance and also value for money in the delivery of the services provided the Governing Board should consider carefully who is best placed to undertake these activities. It may not necessarily be a teacher. Activities should be offered to staff following a fair and transparent process].

Additional responsibilities and activities relating to the raising of educational standards

Teachers may occasionally provide services to other schools. When such arrangements have been entered into, the Governing Board will determine how much, if any additional payment will be made and for how long.

RECRUITMENT AND RETENTION INCENTIVE BENEFITS

The Governing Board can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive.

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

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

In relation to an Executive Headteacher/Headteacher, any additional payments under this section will form part of the pay range.

SALARY SACRIFICE ARRANGEMENTS

Where the employer operates a salary sacrifice arrangement, e.g., cycle scheme a member

of staff may participate in any such arrangement, as provided for in their conditions of employment.

PAY PORTABILITY

Whilst there is no longer any statutory requirement in the STPCD for the Governing Board to match teachers' previous salaries when they are appointed to a post, it is free to do so if it chooses. This includes the freedom to pay teachers more than their previous salary from the start of their new employment in the Federation school.

The Governing Board will ensure that, when considering new appointments and appropriate levels of salary, the decisions taken do not discriminate against teachers because of a protected characteristic under the Equality Act 2010. Salary determinations made at school level will also be monitored to ensure that decisions in respect of starting salary/portability are not discriminatory.

In respect of career breaks, the Governing Board will ensure that, although it is good practice for a teacher and a school to agree the terms on which the teacher will return from the break, the potential for indirect discrimination in any such agreement is fully assessed and, if necessary, prevented.

The Governing Board will avoid discriminating against teachers returning to the profession following a career break whether they return to the same school or to another school.

Any teacher transferring to a role of the same level within the school will continue to be paid the same as in the previous role on main scale or UPR as long as their performance is considered to be good. If they are subject to a formal review of their performance under capability procedures this process will dictate the actions of the schools.

Any teacher appointed from another school will need to provide sufficient evidence of their previous salary scale (MS or UPR) so that a decision can be made regarding salary starting point.

Maternity leave) in the Equality Act, we will consider utilising the same range of options outlined above for teachers on maternity leave.

When a teacher returns to work following a disability related absence, the Federation will not refuse a pay increase that the teacher would have received, following appraisal, had he or she not been absent for a reason related to disability, if the reason for the refusal is the teacher's disability or the refusal cannot be objectively justified.

Similar arrangements will apply to all support staff

Equal Pay Considerations

To prevent any equal pay claim, the Federation will ensure that individual pay decisions are fully compliant with the Equality Act and the duty to have due regard is discharged. The

Governing Board will satisfy itself that pay decisions year on year are not indicating a pattern that might cause concern.

Annex 1

MODEL APPEALS PROCEDURE

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

The Federation's procedure for handling appeals applies equally to all support staff.

As part of the overall appraisal process, a pay recommendation is made by the appraiser/reviewer (normally the line manager) and discussed with the staff member at the Review Meeting prior to being submitted to the Federation Pay Panel. Written details of and the reasons for the pay recommendation will be given to the staff member.

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

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

APPEAL HEARING PROCEDURE

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

Guidance

- When a staff member feels that a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider.
- Staff members / Headteacher/ Head of Bi-Borough Inclusion Service/ Executive Headteacher should put their appeal in writing to either the Headteacher/Executive Headteacher or Chair/ one of the Co-Chairs of Governors their appeal should include sufficient details of its basis.
- Appeals should be heard without unreasonable delay and at an agreed date, time and place.
- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or a trade union representative.

Appeal Procedure Steps: Informal Stage

As part of the pay determination process, the line manager (“the recommendation provider”) will make a recommendation to the Pay Panel responsible for approving the pay recommendation) supported by relevant assessment evidence. On the determining a staff member’s pay, The Executive Headteacher/ Headteacher/ Head of the Bi-Borough Inclusion Service will write to the staff member advising them of the pay decision, the reasons for it and will, at the same time, confirm their right to appeal the decision to the Governing Board

If the staff member wishes to appeal the decision, they must do so in writing to the Chair/ one of the Co-Chairs of Governors normally with 10 school working days or within a mutually agreed alternative timescale. The appeal must include a statement, in sufficient detail, of the grounds of the appeal. In the event that an initial appeal is raised, the Pay Panel must then arrange to meet the staff member to discuss the appeal. “The recommendation provider” should also be invited to the meeting to clarify the basis for the original recommendation.

The Pay Panel will reconsider the decision in private and write to the staff member to notify them of the outcome of the review and of the staff member’s right of appeal to the Governing Board. If the staff member wishes to exercise their right of appeal, they must write to the Chair / one of the Co-Chairs of Governors at the earliest opportunity and normally within 10 school working days, including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the Formal Stage of the Appeal Procedure.

Appeal Procedure Steps: Formal Stage

On receipt of the written appeal, the Co-Chair of Governors will establish an Appeal Committee that should consist of three governors, none of whom are employees in the Federation or who have been previously involved in the relevant pay determination process and convene a meeting of the Appeal Committee at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both the Executive Headteacher/Headteacher/ Head of the BI-Borough Inclusion Service and the chair of the Pay Panel will be required to attend the Appeal Meeting.

The Chair of the Appeal Committee will invite the employee to set out their case. Both the Executive Headteacher/Headteacher/Head of the Bi-Borough Inclusion Service and the chair of the Pay Panel will also be asked to take the committee through the procedures that were observed in their part of the pay policy determination process.

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

Annex 2

Federation of Westminster Special Schools - FTE totals					
	College Park	QE2	BIS	Federation	Total
Executive Headteacher				1.0	1.0
Headteacher/Head of Service	1	1	0.8		2.8
Assistant Headteachers	2	2.5		1	5.5
Lead Practitioner				1	1
Teachers	9.6	11.9	5.2		26.7
Teaching Assistants	26.9	25.7			52.6
Midday Supervisors	1	1.8			2.8
Wellbeing Staff	2.8				2.8
EHCP Coordinator	0.8	0.9			1.7
Business Manager				1	1
Finance & Data Officer	0.9	0.8			1.7
Admin and Reception Staff	1.2	1.4	1		3.6
Site Manager	1	1			2
				TOTAL	105

Annex 3 – Agreed Allowances (Sept 2021 onwards)

Honorarium Payments

Honoraria payments are made in order to recognise either when a member of support staff takes on additional duties of a higher graded post (but not the full duties) or to reward additional responsibility at the same grade. Additional duties of [less than one month] do not apply. Honorarium payments have an expiry date and this is agreed at the start of the extra responsibility.

Annual payments to support staff to reward additional responsibilities are clearly linked to school improvement strategies and are vital to federation priorities and may include working in the following areas of development:

- Intensive Interaction
- Attention Autism
- Makaton
- Team Teach Trainers
- Manual Handling Trainers

These staff will be paid £750 per annum as three payments (this would be a pro-rata if part-time) (these payments will be made at the beginning of each term Autumn, Spring, Summer term). Performance in relation to this additional responsibility will be reviewed annually at appraisal and will only continue if performance is assessed as being of high quality and meeting expectations. Staff in receipt of these payments will have the expectations of the role clearly set out at the onset of the allowance, including its expected duration. If the payment is related to the expiry date of the relevant training – this will be reviewed at this time (e.g. TEAM Teach training term is 3 years) and will cease at that point. The payment could cease if there is no longer a requirement for the individual to undertake the duties or if there is a change in role. The member of support staff will be notified accordingly.

First Aid Payments

An agreed monthly payment will be made to any staff who hold an up to date First Aid at Work qualification (this does not include Leadership Team) and undertake the role of First Aider. This amount is agreed at £12 per month as of September 2021 onwards

Residential Payment

An agreed rate of £100, approved by the governing board will be paid for any member of staff attending a residential visit of any length outside of school hours.

Unqualified Teacher Allowance

The Governing agree an additional allowance to recognise that the UQ teacher has taken on a sustained additional responsibility which is focused on teaching and learning and requires the exercise of the teacher's professional skills and judgement or has qualifications or experience which brings added value to the role being undertaken. It is agreed that an additional allowance for Unqualified Teachers will be in line with SEN 1 allowance rates and pro-rata for part-time staff.

For UQ teachers who support the class teacher and do not lead the class they will not receive any additional allowance