

WHOLE SCHOOL PAY POLICY



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Reviewed by:

The Full Governing Board adopted the London Borough of Hounslow Model Pay Policy on 2th November 2020.

INTRODUCTION

This policy is available on the school website or can be obtained from the school office.

The governing board aims to maximise the achievement of every pupil at the school and recognises the value of a well-motivated and capable body of teaching and support staff in the achievement of this.

The governing board is required to establish a whole school pay policy, monitor the implementation and outcome(s) of the arrangements and review the policy and its operation every year. This pay policy seeks to ensure that all staff are properly rewarded for their contribution towards this shared goal. It has been consulted on with the recognised trade unions.

In adopting the pay policy the aim is to:

- ✓ Maximise the quality of teaching and learning at the school, ensuring that implementation of the policy takes full account of Teachers Standards, the school improvement plan, the school's agreed self-evaluation and other key documents.
- ✓ Have proper regard for the work/life balance of staff at the school.
- ✓ Recruit, retain, motivate and develop high quality staff.
- ✓ Be able to demonstrate that the policy and decisions on pay are managed in a fair, just and equitable way, recognising the principle of equal pay for like work and work of equal value.
- ✓ Determine the annual pay budget, including that for pay progression, and compatibility with the school's overall budget position.
- ✓ Be consistent with the schools' performance management policy.

This policy is one of a series in the school's integrated policy portfolio including:

- Equality Action Plan
- Performance Management Policy

Legislation and Guidance

- This policy has been developed to comply with current legislation including the requirements of the School Teachers' Pay and Conditions Document (STPCD).
- The Equality Act 2010,
- the Employment Rights Act 1996,
- The Employment Relations Act 1999
- The Employment Act 2002,
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000,
- The Employment Act 2002 (Dispute Resolution) Regulations and
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

Roles and responsibilities

Key personnel

The governing board has established a pay panel with fully delegated authority for this function. The membership and terms of reference for the pay committee may be found at **Appendix 1**.

BASIC PRINCIPLES

This model pay policy is not intended to duplicate the School Teachers' Pay and Conditions Document ("STPCD"). However, there are some sections within the Document which are non-statutory.

The staffing structure for the school is attached at **Appendix 2**. All posts within the structure have detailed job descriptions which are subject to review. Jobs have been designed with due regard to enable staff to maintain a reasonable work/life balance.

Changes to staffing structures are managed via reorganisation procedures and include consultation with staff and Trade Unions.

The range and grade of each post is determined in accordance with the relevant job evaluation scheme, taking into account the duties and responsibilities of each post.

The Governing board is committed to the operation of a performance management scheme for all staff, with the objective of maximising the professional development of all staff and progress of pupils. The Governing Body will ensure that all staff in school have access to advice, training and developmental opportunities appropriate to their needs.

A performance management policy has been adopted by the school to facilitate links between performance and pay decisions for all teaching and support staff.

The Governing board will demonstrate all pay decisions are made on objective criteria so that there is no discriminatory effect on any employee or group of employees with a protected characteristic under the Equality Act 2010.

All pay related decisions are taken in compliance with current employment legislation including:

- The Equality Act 2010,
- the Employment Rights Act 1996,
- The Employment Relations Act 1999
- The Employment Act 2002,
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000,
- The Employment Act 2002 (Dispute Resolution) Regulations and
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

Procedures for determining pay should be consistent with the principles of public life - objectivity, openness and accountability.

APPEALS PROCEDURES

A member of staff may seek a review of any determination in relation to his or her pay or any other decision taken by the Governing Board (or committee or individual acting with delegated authority) that affects his or her pay.

Appeals may be made on the grounds that the person or committee by whom the decision was made has:

- a) incorrectly applied the school's pay policy
- b) incorrectly applied any provision within the STPCD
- c) failed to have proper regard for statutory guidance
- d) failed to take proper account of relevant evidence
- e) took account of irrelevant or inaccurate evidence
- f) was biased, and/or
- g) otherwise unlawfully discriminated against the individual concerned.

This list is not exhaustive.

The procedure for considering appeals is as follows:

The member of staff receives written confirmation of the pay determination and where appropriate the basis upon which the decision was made.

Informal stage

1. If the member of staff is not satisfied, he/she should seek to resolve this by discussing the matter informally with the decision maker within ten working days of the decision.
2. Where this is not possible, or where the staff member continues to be dissatisfied with the decision, he/she may follow a formal appeal process.

Formal stages

3. The staff member should set down in writing the grounds for questioning the pay decision and send it to the person or committee who made the determination, within ten working days of the notification of the decision being appealed against or the outcome of the informal discussion referred to above.
4. The committee or person who made the determination should arrange a hearing, within a reasonable period of receipt of the written appeal, this would normally be within 15 days, at which he/she/they will consider the appeal and give the staff member an opportunity to make representations in person. Following the hearing the employee should be informed in writing of the decision and the right to appeal. The deadline for any appeal will be ten working days from receipt of written confirmation of the decision.
5. Any further appeal should be heard by a panel of three governors who were not involved in the original determination normally within twenty working days of the receipt of the written notification of appeal. The member of staff will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing and where the appeal has been rejected this will include a note of the evidence considered and the reasons for the decision. The decision of the governors at this hearing will be final.

At all hearings under formal procedures the staff member is entitled to be accompanied by a work place colleague or Trade union representative.

SUPPORT STAFF PAY

The Governing Board recognises and values the contribution made to the school by non-teaching staff, known collectively as support staff.

Conditions of Service

The pay and conditions for support staff are determined through the National Joint Council for Local Government Services as adopted by London Borough of Hounslow Council and the School. This group of staff includes all staff at the school that are not subject to teachers' pay and conditions.

Where the Governing Board of a community, voluntary controlled, community special or maintained nursery school identifies a support staff post to be filled, it may recommend a person to the Local Authority. Any such recommendation must include a job specification and information relating to duties, hours of work, duration of appointment, grade and remuneration.

The grade should be that considered appropriate by the Governing Board, but must also be on the scale of grades applicable in relation to employment with the Local Authority. (**Appendix 3 - Pay Spine for Non-Teaching Staff**)

Job Descriptions and Job Evaluation

The Governing Board has determined the range and grade of each post in accordance with the agreed job evaluation scheme, taking into account the duties and responsibilities of each post.

Salary on Appointment

It is expected that on appointment an individual will normally be placed at the first point of the relevant grade. Consideration may also be given to appointment above the first point of the scale in recognition of experience and/or qualifications and where there is a justifiable business case for doing so.

Incremental Progression

In accordance with the incremental progression procedure adopted by the Governing Board, support staff may move one point on their pay grade on 1st April each year until the top of the range for the grade is reached. Where an individual commences employment with the school after 1st October in any year there will be no incremental progression the following April; this will instead take place at the date 6 months from their start date, subject to satisfactory performance and thereafter on 1st April each year as above. In all cases, there will be no incremental progression beyond the evaluated grade of the post.

An incremental progression point may be withheld in exceptional circumstances if the staff member is subject to unsatisfactory performance procedures.

Additional Payments

Governing Boards may choose to reward support staff with an additional payment for outstanding performance contributions over and above their normal duties where eligible, using one of the schemes below:

Acting allowance

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.

Where an employee is undertaking partial duties of a higher graded role, a percentage payment may instead be considered.

The level of payment will depend upon the circumstances and will be paid as a percentage uplift in salary, to a maximum of 10% of their basic salary, for a time limited period. It would not normally be expected to award a percentage payment for longer than 6 months duration and any payment will be subject to regular review. These payments can be withdrawn at any time and for any reason.

Overtime

Overtime must be agreed in advance by the Head Teacher. Overtime can only be paid for hours over the contractual hours of 36. Overtime is paid in line with council pay rates (NJC) It is recommended that the maximum hours of work in one day is limited to 9 hours and no more than 48 hours in one week, in line with the Working Time Regulations (1998). This excludes civil emergencies.

London Living wage

The School supports the Council's policy to pay employees an hourly rate no lower than the London Living Wage as defined by the Mayor of London.

TEACHING STAFF PAY

The Governing Board recognises and values the contribution made to the school by teaching staff. This group of staff includes all staff at the school that are subject to teachers' terms and conditions.

Conditions of Service

Pay and conditions for teaching staff are consulted on nationally and the statutory requirements are set out in the School Teachers' Pay and Conditions Document (issued annually) and the Conditions of Service for School Teachers in England and Wales (often referred to as the Burgundy Book).

Pay Spine

All teachers employed at the school are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document, as updated. A copy of the STPCD 2020 may be viewed in the school office or online at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740575/School_teachers_pay_and_conditions_document_2018.pdf

Pay Reviews

The Governing Board will ensure that every teacher's salary is reviewed annually with effect from 1 September and no later than 31 October (31 December for the head teacher) each year and provide them with an individual written statement setting out their salary and any other financial benefits to which they are entitled. Staff will be advised where a copy of the whole school pay policy (including the staffing structure) may be inspected.

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

Where a pay determination leads or may lead to a period of salary safeguarding, the Governing Board will give the required notification as soon as possible and no later than one month after the date of the determination.

The changes from September 2020 are:

- 5.5% to the minimum of the Main Pay Range (MPR)
- 2.75% to the maximum of the MPR and the minimum and maximum of all other pay and allowance ranges for teachers and school leaders.

M1	M2	M3	M4	M5	M6	U1	U2	U3
5.5%	4.95%	4.4%	3.85%	3.3%	2.75%	2.75%	2.75%	2.75%

Pay range for head teachers

The Governing Board or their representatives must determine a pay range for headteachers and for deputy headteachers or assistant headteachers in accordance with the provisions of the STPCD 2020 (paragraphs 4.4, and where applicable 5.3 and 9.1). Pay ranges should be reviewed in accordance with council guidance. There should be scope within the range to allow for performance related progress over time.

HEADTEACHER GROUP PAY RANGES - STPCD LIMITS

**The STPCD statutory maxima for the eight Headteacher Group Ranges no longer correspond with recommended scale points on the Leadership Group Range, or the corresponding point where it falls mid-range, due to the Government's decision to freeze those maxima in 2015. We jointly advise that the statutory maxima should only be used where they are the maximum point of a headteacher's individual range and the discretion to exceed the maximum of the range has not been exercised.*

Annual pay ranges for Headteacher's 2020				
Group	England and Wales (excluding the London Area) £	Inner London Area £	Outer London Area £	Fringe Area £
1	£63,508	£71,411	£66,827	£64,663
2	£68,347	£76,249	£71,666	£69,509
3	£73,559	£81,461	£76,784	£74,718
4	£79,167	£87,062	£82,480	£80,320
5	£87,313	£95,216	£90,632	£88,472
6	£96,310	£104,211	£99,624	£97,468
7	£106,176	£114,074	£109,489	£107,328
8	£117,197	£125,098	£120,513	£118,356

The Governing Board has a statutory duty to ensure that the changes to the determination of the leadership group pay introduced in the 2014 STPCD should only apply to individuals appointed to a leadership post on or after 1st September 2014, or whose responsibilities have significantly changed on or after that date.

The Governing Board may choose to review the pay of all of their leadership posts under the new arrangements introduced in the STPCD 2014, if they determine that this is required to maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1st September 2014, or with pay arrangements for a member or members of the leadership group whose responsibilities have significantly changed on or after that date.

The professional duties of Headteachers are set out in the STPCD 2020 (Part 7 – Contractual framework for teachers).

New Appointments

Leadership Appointments

The following three-stage process will be adopted when setting the pay for new appointments to headship or the wider leadership team.

The pay of those in post will only need to be reviewed when there have been significant changes to responsibilities.

This three-stage process offers substantial flexibility to set pay at the level needed to attract headteachers and other members of the leadership team by systematically considering the circumstances of the role before advertising the post.

The three stages are:

- Stage 1 – Defining the role and determining the headteacher group
- Stage 2 – Setting the indicative pay range
- Stage 3 – Deciding the starting salary and individual pay range

All decisions and the reasons for them will be well documented at every stage. All pay decisions must be made on objective criteria so that there is no discriminatory effect on any teacher or group of teachers with a particular protected characteristic under the Equality Act 2010.

The pay bands for the leadership group will only be exceeded by more than 25% in wholly exceptional circumstances. If it is considered that there are exceptional circumstances that warrant an extension beyond that limit, a business case would be required and should be approved by the full Governing Board. You would need to seek external independent advice from an appropriate person or body who can consider whether it is justifiable to exceed the limit in a particular case. There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.

The Governing Board must assign its school to a Headteacher group and determine a salary range for the Headteacher whenever it sees fit. e.g. when making a new appointment or when there is a change in the school, such as an increase in pupil numbers or the introduction of additional services, which leads to a change in responsibilities for the head teacher. These will be done with due regard to the STPCD and current Council guidance.

For determinations of the schools headteacher group from 1 September 2014 the Governing Board will assign the group size in accordance with the calculations as set out in in the STPCD. Under no circumstances can the governing body assign a higher group size than that calculated in accordance with the STPCD. The Governing Board will assign a Headteacher's Pay Range within the calculated school's headteacher group.

Where a headteacher's pay range has been determined prior to 1 September 2011 and is above the calculated group size, it will remain in place until a new determination is made.

Where the Governing Board has previously made a decision to increase the headteacher's pay range beyond the maximum of school's headteacher group this will remain in place and the governing board will continue to determine the value of each point above the highest point for so long as that school's headteacher group applies.

The Governing Board will ensure that the process of determining the remuneration of the head teacher is fair and transparent. There will be a proper record made of the reasoning behind the determination of the headteacher's pay range and the ratification of decisions made in this respect. The Headteacher Group is 2. The pay range for the academic year 2020-202 is L17 to L23, £[value] to £[value] per annum.

Determination of temporary payments to head teachers

Subject to paragraphs 10.2 and 10.4, the Governing Board will determine whether payments should be made to a Headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. The Governing Board will not have taken such reason or circumstance into account when determining the headteacher's pay range.

The total sum of the temporary payments made to a Headteacher in any school year, must not exceed 25% of the annual salary otherwise payable to them and the total sum of the salary and other payments made to the Headteacher must not exceed 25% above the maximum of the Headteacher group, except in wholly exceptional circumstances. Please refer to paragraphs 10.1, 10.3 and 10.4 of 2020 Pay and Conditions document.

If the Governing Board determines that there are wholly exceptional circumstances that warrant a payment in excess of this limit, the Governing Board will make a robust business case, and **will seek external independent advice (for maintained schools this is from the Local Authority)**, as to whether the provisions of the STPCD have been properly applied to the head teacher's pay. The current independent advisor on pay for the Local Authority is the Human Resources Business Partner, in the Schools HR Advisory Team. The Governing Board will keep a clear audit trail and a full and accurate record of advice received and all decisions made by the Governing Board and the reasoning behind them.

In making any decision to exercise its discretion in this respect, the Governing Body will ensure that to action such an increase will offer the school value for money in the services it is able to provide in relation to the costs incurred and will require evidence to support any such case. A template for recording such decisions may be found within the guidance in **Appendix 4**. Safeguarding does not apply to such arrangements.

Appendix 1: Pay Committee Terms of Reference

Delegation of Function

The Governing Board shall establish a Pay Panel authorised to decide all pay matters relating to staff, to decide performance matters relating to staff other than the Head Teacher, to recommend the whole school pay policy for adoption by the Governing Body on an annual basis, and to monitor the implementation of the approved pay policy.

Clerking

The meeting of the Pay Committee where possible should not be clerked by anyone who works at the school.

Membership

The Pay Committee shall consist of at least three named members of the Governing Board, elected by the Governing Board, none of whom are paid to work at the school or who are Associate Members.

Named Governors:

- Debra Kane
- Paul Adams
- Dominic Hughes

Quorum

Three Governors.

Terms of Reference

The Pay Committee will have full powers to make decisions within the pay policy adopted by the Governing Board. All discussions relating to individual pay and/or determinations made by the Pay Committee must remain confidential and all documentation must be stored appropriately. This policy must be reviewed annually.

The terms of reference are:

- To draft the whole school pay policy on an annual basis and make a recommendation to the Governing Board for its adoption.
- To achieve the aims and objectives of the school pay policy.
- To apply the criteria within the policy fairly and consistently, including links with the school performance management policy, in determining the pay of each member of staff, taking account of any recommendations made by the Head Teacher, or in the case of the Head Teacher by the Governor Reviewers.
- To observe all statutory and contractual obligations.
- To ensure that the pay policy complies with the most recent School Teachers' Pay and Conditions Document.
- To ensure that all pay decisions have regard to the legislation outlined in the introduction to the pay policy.
- Within the pay policy, to determine appropriate salary/salary range for members of the leadership group. To determine the appropriate levels of teaching and learning responsibility allowances, special educational needs allowances and other allowances specified within the pay policy.
- To ensure that appropriate external advice is sought in relation to decisions made, e.g. Independent external Advisor, the school's allocated human resources advisers, governor services.
- To ensure that appropriate Teachers and representatives of recognised unions are consulted on policy and any changes.
- To ensure that a staffing structure for the school is maintained and appended to the pay policy, clearly indicating which posts will attract a teaching and learning responsibility allowance and which posts are part of the leadership group, with regard to the recommendations of the Head Teacher.

- To ensure that accurate and up to date job descriptions are maintained within the school so that decisions relating to additional allowances are informed and may be awarded in fair and consistent manner.
- To recommend the annual pay budget, including pay progression at all levels, to the governing board.
- To minute clearly the reasons for all recommendations and decisions and report back on these to the full Governing Board.
- To ensure that each member of teaching staff receives a written statement of their breakdown of pay as at 1st September by 31st October each year.
- To determine whether to delegate to the Head Teacher responsibility for agreeing performance objectives (in accordance with the current School Teachers' Pay and Conditions Document) for teachers and members of the leadership group. It is recognised that these objectives may be the same as, or based upon, the performance management objectives for these members of staff agreed in accordance with the current performance regulations.

Pecuniary Interest

No member of the pay committee may participate in discussions leading to decisions in which s/he has a pecuniary interest.

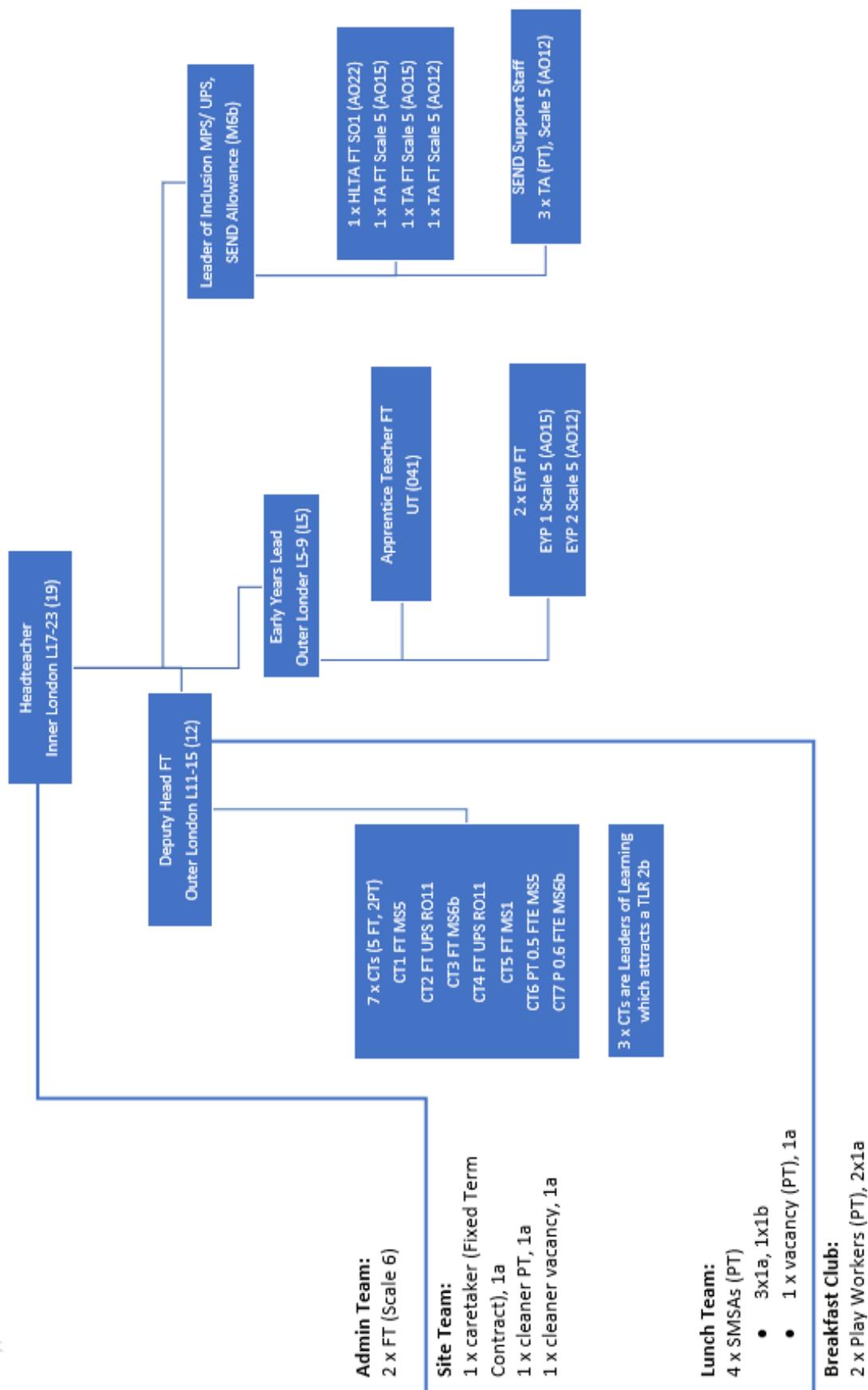
Appeals

Appeals against the decisions of the pay committee will be managed in accordance with the appeals procedure within the whole school pay policy.

Reporting

The pay committee will report back to the Governing Board on an annual basis or more often as required on their actions and decisions in a confidential section of the agenda.

Appendix 2: Staff Structure 2020/21



Appendix 3: PAY SPINE FOR NON-TEACHING STAFF

Hounslow Single Status Pay Scales Implementing Pay Award

w.e.f. 1st
April 2018

Grade	Spinal Column Point	Salary	Grade	Grade	Spinal Column Point	Salary	Grade				
				SO2	32	30930					
LLW1a	6	19611			33	31794	PO1				
	6	19611	LLW1b		34	32637					
	7	19635		PO2	35	33282					
SC1c	8	19701			36	34113					
	9	19755		37	35025						
	10	19881			38	35991	PO3				
	11	19896	SC2		39	37098					
	12	19914			40	38040					
	13	19935		PO4	41	38994					
SC3	14	20007			42	39930					
	15	20136		43	40887						
	16	20181		44	41847	PO5					
	17	20472		45	42735						
	18	20667	SC4	PO6	46	43734					
	19	21198			47	44691					
	20	21702			48	45645					
	21	22425			49	46578					
SC5	22	22956			50	47541	PO7				
	23	23577			51	48495					
	24	24279		PO8	52	49458					
	25	24999			53	50442					
	26	25746	SC6		54	51453	PO9				
	27	26538		55	52494						
	28	27342		PO10	56	53526					
SO1	29	28356			57	54549					
	30	29241			58	55569	PO11				
	31	30108		59	56604						
<p>A recruitment and retention initiative was in existence, adding one extra point to the top of scales 1,2,3 and 4. Staff under a contract where this point is identified will continue to progress to the spinal column points shown below:</p> <p>Scale 1 SCP 12 Scale 2 SCP 14 Scale 3 SCP 18 Scale 4 SCP 22</p> <p>Scale 1 -4 posts appointed from 1.9.01 do not</p>				PO12	60	56496					
					61	57501					
									62	59685	PO13
									63	60714	
								PO14	64	61737	
									65	62766	
				66	64086	PO15					
				67	65424						
				PO16	68	66792					

include the recruitment and retention point.		69	68199	
*SCP4 deleted w.e.f. 1.10.13.		70	69624	

NJC scales for non-teaching staff are local government pay scales, which are extensively used in the voluntary sector. They are a result of negotiations between trade unions and Local Government Employers. The pay scales for 2018 have been agreed.

Appendix 4 : Pay Review for School Leadership Posts 2018

This form should be used to communicate to the Local Authority the pay decisions for leadership posts (i.e. headteacher, deputy headteacher and assistant headteacher posts) concerning *performance pay progression* and where applicable a *change of pay range* if this is effective from 1 September 2018.

PERFORMANCE PAY REVIEW

There is a mandatory requirement for a pay review of leadership posts to be undertaken annually with the decision to be effective from 1 September. The School Teachers' Pay and Conditions Document 2018 gives provision for the pay of leadership posts to be progressed subject to a review having been undertaken of the post holder's performance. The Performance Management Regulations also make it a statutory requirement for governors to take advice from an External Adviser when setting and reviewing the objectives of the headteacher.

CHANGE TO PAY RANGE

Separately, there is a non-mandatory discretion for a review to be undertaken of the pay ranges for leadership posts. This discretion may be applied *at any time* where this is considered necessary, for example where the pupil numbers have increased and the group size increases/decreases. If the Governing Body takes such a decision effective between 1 September 2018 to 31 August 2019 it may be reported on this form.

Decisions must be in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document.

1. General details

School and Post:

Name of Post holder:

Current Pay Range (as at 31 August 2018):

Current Pay Point (as at 31 August 2018):
