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Pay Policy

Schools and Academies

September 2018

Schools / Academies should review their current pay policy in accordance with the new pay values set out in the 2018 School Teachers' Pay and Conditions Document

This Model Pay Policy should be read in conjunction with the accompanying Pay Policy Guidance Notes for Schools & Academies.

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Guidance Note:

This model Pay Policy has been developed by SPS for use in all Schools and Academies.

This policy may be adopted in its entirety or adapted for use by Schools and Academies

The Schools' Personnel Service is able to advise and support Schools and Academies in developing their own policies.

Kent Schools

The Local Authority expects that all KCC Community and Voluntary Controlled Schools will use this document as the basis for their Pay Policy. This document is also strongly recommended for consideration for adoption by Foundation and Aided Schools.

Using this model document

This document has been developed to comply with legal requirements and the provisions of the Burgundy Book for Teachers and Kent Scheme Conditions of Service for Support Staff.

There are a number of areas of discretion available to Schools / Academies regarding the development of their pay policy. Areas where Schools / Academies may determine their own approach or adopt varied provisions are indicated in italics throughout. There are additional guidance notes within the policy which may wish be deleted from the final version.

A separate guidance document is available to support Schools / Academies in developing their own policy. These include a range of model pay frameworks which Schools / Academies may wish to adopt.

Consultation on this policy has taken place with KCC's recognised professional associations and Trade Unions although agreement has not been reached on all points with all of these organisations.

Schools / Academies are strongly advised to ensure that there is meaningful consultation with all staff and their trade union / professional representatives at a local level on the development and annual review of their pay policy.

Please note that this document uses 'School' to denote reference to Schools and Academies

Part A - Policy

1 Policy Statement

This policy sets out the framework for making pay decisions for all Employees of Kent Health Needs Education Service School (KHNES).

The Service understands the importance of ensuring all Employees are appropriately recognised and rewarded for the contribution they make to the performance of the service and to outcomes for pupils. The service will endeavour to reward all staff appropriately within the budget available.

Pay determinations will be made within the framework set out in the School Teachers' Pay and Conditions Document for Teachers and the Kent Scheme Conditions of Service for Support Staff*. The service may use the discretions and flexibilities available within these terms and conditions to recruit, reward and retain the highest quality Employees according to the needs of the School.

KHNES will ensure that all Employees are treated fairly and equitably and that pay determinations are managed in an objective and transparent manner.

Pay on appointment will be determined with reference to the accountabilities of the role and the skills / knowledge required to fulfill the responsibilities of the post.

KHNES will review the pay of all eligible Employees on an annual basis. In making pay decisions, careful consideration will be given to recommendations regarding pay progression made by the Headteacher / Appraiser. Annual pay progression within the pay framework for all Employees is not automatic and will be subject to a performance related assessment.

The criteria against which entitlement to pay progression will be assessed is set out in this policy. In applying these criteria KHNES will ensure there is a clear and robust link between evidence of performance, as demonstrated through appraisal, and pay determinations. Where an Employee is not meeting the performance expectations of KHNES, pay progression may be withheld.

All Employees have a responsibility to engage in the appraisal process and ensure there is appropriate evidence available from this on which pay decisions can be made.

KHNES will ensure that Employees are informed in a timely manner about any pay determination and will endeavour to ensure appeals against pay decisions are managed promptly, fairly and objectively.

This policy has been developed to comply with the provisions of the School Teachers' Pay and Conditions Documents (STPCD), Kent Scheme Conditions of Service*, The Education (School

Teacher's Appraisal) (England) Regulations 2012 for Teachers and relevant equalities legislation (Employment Relations Act 1999, the Equality Act 2010, Part Time Workers (Prevention of Less Favourable Treatment Regulations) 2000 and the Fixed Term Employees (Prevention of Less Favourable Treatment Regulations) 2002).

This policy explains:

- KHNES's adopted pay framework for Teachers and Support Staff
- The criteria which will be considered when making pay decisions
- The process by which pay determinations / decisions will be made
- The role of the management committee, the Executive Headteacher / Line Manager with regards to pay decisions

2 Scope

This Policy applies to all current Employees of **KHNES**.

3 Adoption Arrangements and Date

This policy was adopted by the Management Committee of **KHNES** in November 2018 and supersedes any previous Pay Policy.

This policy will be reviewed by the Management Committee annually or earlier if there is a need. Where changes are proposed this will involve consultation with the recognised unions.

Part B – Framework for Pay Decisions

4 Delegation

Guidance Note:

School to determine which delegation arrangements apply. It should be noted that there should be an appropriate separation of roles – the individual making pay recommendations should not also be responsible for making pay decisions

Option A

In KHNES the management committee have delegated pay decisions for all Employees, with the exception of pay decisions for members of the Leadership team, to the Executive Headteacher.

Pay recommendations will be made by the individual Employee's line manager for consideration by the Executive Headteacher.

All pay decisions for members of the Leadership team / individuals paid on the Leadership pay range , including the Executive Headteacher, will be made by a Pay Committee of the Management Committee. The pay committee will be comprised of one or more members of the Management Committee.*

Pay appeals will be heard by a panel of one or more members of the Management Committee.

5 Annual Pay Review

5.1 Teachers

The Governing Body will determine annually the uplift to Teachers' salaries and allowances. Any increase will be made with reference to the minimum / maximum of each of the pay ranges published annually within the STPCD.

The pay of eligible Teachers will be reviewed annually *

Pay reviews will be completed and individuals notified of their pay decision by 31st October for all Teachers, including Teachers paid on the Leadership range and by 31st December for the Headteacher.

Any pay determination will be backdated to 1st September.

(* Teachers are eligible for a pay review if they have completed a year of service. This is defined as having been employed for a minimum of one session per week in 26 weeks in the preceding academic year up to 1st September. Periods of sick / maternity / paternity leave also qualify towards this service)

5.2 Support Staff

The Management Committee will determine annually how any uplift made to Kent Scheme salaries will be applied in this School.

*The pay of eligible members of support staff will be reviewed annually**

Any pay determination will take effect from 1st April.

(where the School follows an April to March appraisal cycle - support staff are eligible for a pay review if they started in post on or before 1st October).*

However in addition during 2018-19 there will be an additional 6 month cycle from November 2018 to March 2019 to realign the service with an April-April cycle (reversing a previous decision – at management committee request).

Any pay determination will take effect from 1st September

6 Notification of pay determinations

The Chair of the Pay Committee / Executive Headteacher will confirm in writing the pay determination of all teaching and support staff and notify the School's payroll /personnel provider of any salary increase. In the case of pay decisions relating to the Leadership Team, this will be the responsibility of the Chair of the Pay Committee or their delegated representative.

As required by the STPCD the School will provide Teachers with a formal salary statement on an annual basis setting out the component elements of their salary.

7 Withholding Pay Progression

Pay progression may be withheld where performance, as evidenced through appraisal, does not meet the School's criteria to receive a pay increase.

Pay progression may be withheld even in cases where the Employee is not subject to the School's capability procedure.

Employees currently under the formal stages of the capability procedure will not receive pay progression.

The School will endeavour to have early conversations with Employee's during the assessment period where performance may not warrant pay progression.

8 Appeals

An Employee may seek a review of any pay determination.

Prior to making an appeal an Employee is encouraged to speak informally to their appraiser / Executive Headteacher about any concerns they have with regard to the pay recommendation which has been made.

Pay appeals will be heard by a committee of the Governing Body. The arrangements for pay appeals are set out in Appendix 8.

9 Equality Considerations

The School is committed to ensuring consistency of treatment and fairness and will give due regard to equality and equal pay considerations when making pay determinations.

Part C – Pay for Teachers

10 Teachers' Pay Ranges

The Management Committee has determined the pay framework for Teachers. This is attached at Appendix 2.

The Management Committee will review the pay framework annually with effect from 1st September to reflect any changes to the national pay framework as set out in the STPCD.

11 Pay on Appointment

The Executive Headteacher will determine the appropriate pay range for a teaching post prior to advertising. When determining the pay range consideration will be given to the responsibilities of the post and the need to ensure pay is fairly differentiated between roles across the school with differing levels of accountability.

On appointment the Executive Headteacher will determine the starting salary within the pay range to be offered to the successful candidate.

In determining the appropriate starting salary the following factors will be taken into consideration:

- The nature and responsibilities of the post
- The qualifications, skills and experience required
- The market conditions
- The wider School context

Consideration will be given to ensuring that Teachers returning to the profession following a career break / time out to care for a family are not placed at a disadvantage in terms of pay offered on appointment.

The School will give every regard to the current salary of a Teacher who is appointed from another School. A Teacher may be paid a rate equivalent to their current salary, however there is no assumption that a Teacher will automatically be paid at the same level or on the same pay range as they were in their previous School.

11.1 Post Threshold Teachers

Where a Teacher has been paid on the upper pay range in a previous school or made a successful threshold application in a previous post there is no obligation for the school to honour this assessment, however consideration may be given to this when determining the starting salary or range.

11.2 Newly Qualified Teachers

Newly Qualified Teachers in their first year of teaching will usually be appointed at the minimum of the main pay range, however the Executive Headteacher has discretion to appoint at a higher salary in recognition of prior skills and experience.

Newly qualified Teachers who start employment with the School before receiving confirmation of their QTS status and completion of the basic skills test will initially be engaged as an Unqualified Teacher and paid within the unqualified Teacher salary range.

11.3 Leading Practitioners

The School may determine the need to appoint Leading Practitioner posts within the school. It is the School's policy to appoint leading practitioners at the bottom of the identified pay range

11.4 Unqualified Teachers

Unqualified Teachers may be appointed by the school as trainees working towards qualified teacher status; as instructors with a particular skill, specialist qualification or experience; or, for a maximum of 4 years only, as an overseas trained teacher (trained outside of the EEA).

An Unqualified Teacher who gains QTS within this School will be appointed on a starting salary that equals or exceeds any previous salary and allowances they received as an Unqualified Teacher.

11.5 Pay on appointment in particular circumstances

Where a Teacher is engaged in 2 schools simultaneously there is no requirement for them to receive the same rate of pay for each employment.

Where a Teacher is appointed on a part time basis their salary, allowances and working time will be calculated in accordance with the pro rata principle.

Teachers engaged on a supply basis will receive a daily rate equivalent to 1/195 of the annual pay they would be entitled to if they were engaged on a regular contract. Supply Teachers who work less than a full day will receive a proportion of the daily rate pro rata'd to the hours for which they have been engaged.

12 Discretionary Allowances and Payments for Teachers

Allowances and additional payments will be determined in accordance with the provisions of the STPCD. The Pay Committee / Headteacher may determine on appointment or at any point during employment whether any allowance or additional payment is to be made to a Teacher.

12.1 Teaching Learning and Responsibility Payments (TLR)

TLR payments may be awarded to identified posts which require a Teacher to undertake a sustained additional responsibility for which s/he is accountable.

The School will make reference to the current criteria and provisions within the STPCD in determining which posts will warrant a TLR.

TLR 1 and 2 will be awarded for additional responsibilities undertaken on a permanent basis. A TLR 3 payment may be awarded on a temporary basis for clearly time limited School improvement projects or externally driven responsibilities. No safeguarding will be paid when a TLR3 payment ends.

The current values of TLR payments in this School are specified in Appendix 2.

Where a TLR is awarded the reason, additional payment, and in the case of a temporary TLR3, duration / reason will be confirmed in writing to the Employee.

A Teacher cannot be in receipt of both a TLR1 and TLR2 but can receive a TLR1 or TLR2 in addition to a TLR3.

A Leading Practitioner or Unqualified Teacher can not receive a TLR payment.

12.2 Recruitment and Retention Payments

Additional payments may be awarded as an incentive for the recruitment or retention of a Teacher in accordance with the criteria and provisions of the STPCD. Such payments may be made as a lump sum or as a periodic / recurring payment.

Other financial assistance may be awarded at the discretion of the School – for example full or partial reimbursement of travel / relocation costs.

When awarding such additional payments the reason / duration and end or review date will be confirmed in writing to the Employee.

An Unqualified Teacher may not receive a recruitment and retention payment.

12.3 Special Educational Needs Payment (SEN)

SEN allowances will be awarded in accordance with the criteria and provisions set out in the STPCD.

The current value of SEN Payments in this School specified in Appendix 2.

A Leading Practitioner or Unqualified Teacher can not receive a SEN payment.

All payments will be made at the hourly or daily rate appropriate to their substantive salary.

12.4 Additional Payments

The School may make, at its discretion, additional payments to a Teacher in respect of the following activities:

- Continuing professional development undertaken outside of the School day
- Participation in out of School learning activities
- Additional responsibilities and activities related to the provision of services to raise the educational standards in other Schools
- Activities relating to the provision of initial Teacher training

12.5 Additional Payments to Unqualified Teachers

An Unqualified Teacher may receive an additional allowance where they have taken on sustained additional accountability focused on teaching and learning and requiring the application of a teacher's professional skills and judgement or possess qualifications or experience relevant to the role.

The value of any additional payment will be determined by the Executive Headteacher / Pay Committee.

13 Pay Progression for Classroom Teachers

Decisions regarding pay progression will be made with reference to the Teacher's appraisal report and the pay recommendations it contains.

Continued good performance as evidenced through the appraisal process should give the Teacher an expectation of progression to the top of their current pay range.

The management committee has determined the criteria for pay progression for each of the pay ranges. The criteria reflect the Teaching Standards and expectations appropriate to the career stage and seniority of the Teacher.

The service's criteria for pay progression for each of the pay ranges is at Appendix 3.

Where a Teacher is meeting the performance expectations in this service it is usual that they will receive pay progression annually.

In the case of Teachers paid on the upper pay range pay progression will usually be awarded every 2 years subject to meeting and sustaining the performance expectations for pay progression.

In the case of NQTs whose appraisal arrangements are different, pay decisions will be made with reference to evidence from the statutory induction process. It should be noted that NQTs have no automatic entitlement to pay progression on completion of their induction period.

The amount awarded in pay progression will be determined annually with reference to any pay uplift stated in the STPCD. The schools pay progression arrangements are at Appendix 2.

In circumstances where a teacher does not receive pay progression, appropriate feedback will be provided explaining the reasons for this decision and how any developmental issues can be addressed.

14 Upper Pay Range Applications

All qualified Teachers may apply to be paid on the upper pay range.

It is the responsibility of the Teacher to decide whether they wish to apply to be considered for progression to the upper pay range. All applications must be submitted to the Headteacher using the School's Upper Pay Range Application Form. All threshold applications will be assessed by the Executive Headteacher.

A Teacher may only submit one application in each academic year for progression to the upper pay range. In this School the deadline for submitting an application is the last day of the School year.

In assessing the application the Headteacher will have regard to the outcome of the 2 most recent appraisal reviews. Teachers who have had significant period of absence from work may submit additional evidence from the 2 appraisal cycles immediately prior to their period of absence to demonstrate how they meet the criteria for progression.

Where a Teacher is simultaneously employed at another School(s), they are required to submit separate applications for each employment. The School will not be bound by any threshold progression decision made by another School.

14.1 Criteria for Progression to the Upper Pay Range

To progress to the Upper Pay Range a Teacher will be required to demonstrate that they have consistently made good progress towards their appraisal objectives over the 2 most recent appraisal cycles.

In addition they will need to demonstrate that they are:

- highly competent in all elements of the professional standards
- their achievements and contributions to the School are substantial and sustained

Appendix 4 sets out how the school will interpret whether a Teacher meets the criteria to progress to the Upper Pay Range.

14.2 Procedure for assessing Upper Pay Range Applications

The Executive Headteacher will assess the Teacher's application against the school's criteria and advise him / her in writing within 15 working days whether the application has been successful.

Where the application is successful the Teacher will progress to the minimum value of the upper pay range from the following 1st September (for applications made before 31st August) or backdated to 1st September (for applications made after 31st August but before 31st October).

Where an application is unsuccessful the Teacher will receive feedback on the reasons for the decision from the Executive headteacher.

A Teacher may appeal against an unsuccessful application by following the School's pay appeal process detailed in Appendix 8.

15 Absence during the pay review cycle

Consideration will be given to adjusting the pay review process where a Teacher has had a significant period of absence due to maternity / family related leave, sick leave or disability related absence.

The length and impact of the absence on the Teacher's ability to achieve his/her objectives will be taken into account in the assessment at the end of the appraisal cycle.

Where a Teacher has been absent for some or all of the assessment period, an assessment may be based on performance during any periods of attendance and/or prior performance.

Evidence from the 2 appraisal cycles immediately prior to the period of absence may also be considered.

Appraisal objectives may also be reviewed prior to a planned period of absence to ensure that they are realistic for the period during which the Teacher will be at work.

The precise nature of the adjustments will be determined on a case by case basis following discussion with the Teacher.

Guidance Note:

When assessing whether a Teacher who has been absent has met the criteria for pay progression, the following may be considered:

- *The individual's performance before they were absent.*
- *The individual's performance on return to work - how does it differ from previous performance. Have mitigating factors been considered?*
- *When taking all reasonable factors into account, would pay progression have been given if the absence had not occurred?*

Teachers returning from maternity leave should be given any pay increase they would have received had they not been on maternity leave. The same approach may be appropriate where an absence has been for disability related reasons.

Where a Teacher has been absent for a maternity / disability related reason – the school are strongly advised to take guidance from their personnel provider if they are considering withholding pay progression.

16 Other Pay Considerations for Teachers

16.1 Salary Safeguarding

Where a TLR 1 / TLR2 or other allowance is withdrawn as a result of organisational change, salary safeguarding will be paid for up to 3 years in accordance with the provisions of the STPCD.

The Headteacher may require a Teacher in receipt of safeguarding to undertake reasonable duties commensurate with the value of the safeguarded sum.

Part D – Pay for Leadership Teachers

17 Leadership Pay Range

The pay framework for Teachers paid on the Leadership Pay Range is attached at Appendix 5

The management committee will review the pay framework for Leadership Teachers annually with effect from 1st September to reflect any changes to the national pay framework as set out in the STPCD.

18 Pay on Appointment

18.1 Executive Headteacher

The Governing Body will review the Executive Headteacher group size whenever it proposes to appoint a new Executive Headteacher.

The Executive Headteacher group size will be calculated in accordance with the provisions of the STPCD.

The Management Committee / Headteacher Recruitment Panel will identify a pay range within the group size for the School taking into consideration the permanent accountabilities of the post to which the Executive Headteacher will be appointed.

In determining the pay range consideration will be given to:

- The specific requirements of the post
- The School context and challenge
- The complexity of the post
- The requirement to recruit and retain appropriate candidates
- Affordability and comparable salary benchmarking

However the governing body may consider using its discretion to determine a range up to 25% greater in value than the maximum group size for the School should the circumstances warrant.

Exceptionally the governing body may determine a pay range which exceeds the 25% ceiling but only after considering the full business case and seeking external independent advice.

In determining the salary range for the Executive Headteacher, the pay and ranges of other staff will also be taken into account to ensure appropriate differentials are maintained between posts of differing responsibility.

On appointment the Management Committee / Headteacher Recruitment Panel will determine the appropriate starting salary to be offered to the successful candidate. Consideration will be given to ensuring there is appropriate scope within the range to allow for performance related pay progression over time.

18.2 Deputy and Assistant Headteachers

The Management Committee / Pay Committee will determine the appropriate pay range for other Leadership posts within the School prior to advertising.

Consideration will be given to the accountabilities of the role, challenges of the post and any potential recruitment issues when determining the pay range.

The maximum of the Deputy or Assistant's range will not exceed the maximum of the Executive Headteacher range and will only overlap that of the Executive Headteacher in exceptional circumstances.

When determining the pay ranges of Leadership posts, consideration will also be given to the respective levels of accountability and the need to ensure pay is fairly differentiated between

Leadership roles across the School with differing levels of responsibility and between teaching and Leadership posts.

On appointment the Management Committee / Pay Committee will determine the starting salary to be offered within the identified pay range ensuring there is appropriate scope for performance related pay progression over time

19 Pay Progression for Leadership Teachers

Decisions regarding the pay progression of Leadership Teachers will be made with reference to their appraisal report and the recommendations it contains.

Sustained performance as evidenced through the appraisal process should give the Leadership Teacher the expectation of progression through the range.

Pay reviews will take place no later than 31st December for the Executive Headteacher and by 31st October for all other leadership teachers. Any pay increase will be backdated to 1st September.

The pay committee may seek the guidance of an external professional advisor or external reports with regards to the School's overall progress when determining the appropriate pay progression for the Headteacher. *(Guidance Note: It should be noted that Governors in maintained schools have a statutory duty to appoint an external advisor)*

The Governing Body has determined the criteria for pay progression for Teachers paid on the Leadership pay range. The criteria reflect expectations appropriate to the career stage and seniority of the Teacher.

The Schools criteria for pay progression are at Appendix 5.

The amount awarded in pay progression will be determined annually with reference to any pay uplift stated in the STPCD.

The schools pay progression arrangements for the Leadership pay range are at Appendix 2.

20 Absence during the pay review cycle

Please refer to paragraph 15 above.

21 Other considerations regarding the pay of Leadership Teachers

21.1 Redetermination of Leadership Ranges

The Management Committee may redetermine the pay range of any Leadership Teacher in post should it be considered necessary where there has been a significant change in the permanent accountabilities of the post.

This may include circumstances where post holders take on additional accountabilities for more than one School on a permanent basis.

21.2 Temporary Payments to a Headteacher

Guidance Note:

Consideration should be given to both the appropriate payment due to the individual in respect of any additional responsibilities and any payment which may be due to the school to cover the release of the individual.

It should be noted that any additional payments made to a Leadership Teacher should be via the usual payroll arrangements and not on an invoiced basis. All income received as remuneration for support provided by a school is for the purpose of the school and must therefore be paid directly to the school. No member of staff employed by one maintained school can receive direct payments for work undertaken or expenses from another maintained school.

A memorandum of understanding between the schools involved may also be considered.

Schools may wish to seek guidance from their personnel provider on appropriate secondment / acting up arrangements.

The Management Committee may determine that an additional temporary payment be made to a Headteacher for time limited responsibilities / duties additional to the substantive post for which their salary has been determined. This may include circumstances in which a Headteacher is temporarily accountable for the Leadership of another School.

Any such payment should not exceed 25% of the Headteacher's annual salary. The total of all discretionary payments in any one year should not be more than 25% above the ceiling of the Headteacher group size for the School.

21.3 Acting Allowances

An Acting Allowance may be payable to individuals who are assigned to carry out the duties of a Headteacher, Deputy or Assistant Headteacher on a temporary basis.

Payment of an acting allowance will be at the discretion of the Governing Body. Consideration as to whether to pay an acting allowance will be made within 4 weeks of the start of the additional duties.

Where it is determined that an acting allowance should be paid this will be at a rate no less than the minimum of the pay range of the substantive post holder and will be backdated to the start of the additional duties.

21.4 Discretionary Allowances for Leadership Teachers

Guidance Note:

This paragraph applies to Leadership teachers appointed after 1st September 2014 or who had their pay redetermined after this date. Please refer to the current STPCD for all other teachers

Leadership Teachers may not receive a recruitment and retention payment – any payments with regards to recruitment and retention should be taken into consideration when determining the individual's substantive pay range and salary at the time of appointment.

The Management Committee may at its discretion consider reimbursing housing or relocation costs.

21.5 Salary Safeguarding

Where the pay range of a Leadership Teacher is reduced as a result of organisational change, salary safeguarding may be paid for up to 3 years in accordance with the provisions of the STPCD.

A Teacher in receipt of safeguarding is expected to undertake reasonable duties commensurate with the value of the safeguarded sum.

Part E – Pay for Support Staff

22 Support Staff Pay Range

Guidance Note:

Please amend the sections below according to the specific arrangements in your school

For Schools who have adopted Kent Range

Support staff will be appointed in accordance with the Kent Range Grade Framework. The Kent Range Grade Framework is attached at Appendix 6.

23 Pay On Appointment

The Executive Headteacher will determine the grade of a support staff post prior to advertising.

In determining the grade for the post consideration will be given to the scope and accountabilities of the role. Reference can also be made to the SPS library of benchmarked job profiles / appropriate benchmarking data to support with grading decisions.

On appointment, the Executive Headteacher will determine the starting salary to be offered within the pay range. New starters will normally be appointed at the minimum of the main pay range for the grade. However the Executive Headteacher has discretion to pay above the minimum in recognition of prior skills, qualifications and experience.

Where a member of support staff joins the School from another School post – there is no obligation for the School to match their current grade or salary.

Where an Employee works part time (i.e. less than 37 hours per week / 52 weeks per year) their salary will be pro rata to the hours and weeks worked. Employees engaged on a term time only basis will receive a payment in respect of their annual leave entitlement incorporated within their annual salary.

24 Pay Progression for Support Staff

Annual pay progression will be determined with reference to the outcome of the Employee's appraisal and Total Contribution Pay Assessment.

Continued good performance as evidenced through appraisal should give the Employee the expectation of pay progression to the top of their grade.

In assessing an Employee's Total Contribution the following will be taken into consideration:

- Effectiveness in the job role
- Performance against individual Appraisal Objectives
- Values and behaviours demonstrated
- Wider contribution to the School*
- Application and impact of any personal development undertaken

Performance will be assessed against one of 4 contribution levels

- Performance Improvement Required
- Achieved the Required Standards
- Performance above the Required Standards
- Outstanding Performance

Descriptors for these different levels of performance are available at Appendix 7.

*Employees on grade KR7 and above are expected to demonstrate evidence of wider contribution for an outstanding or above assessment. Where Employees on lower grades have had an opportunity to demonstrate wider contribution this will form part of their assessment. However where an Employee has not had the opportunity to demonstrate wider contribution their assessment will not be adversely affected.

Further information regarding the TCP process is available at:

<http://www.kelsi.org.uk/hr-and-training-for-staff/working-in-kent/pay-conditions-and-benefits/total-contribution-pay>;

25 Annual Pay Determination

The percentage increase to be applied to the Employee's current salary will be determined by their assessed contribution level.

The percentage increase to be applied annually to each of the contribution levels will be determined by the Governing Body.

This School will award pay progression in accordance with the percentage increase and any minimum guaranteed payment determined annually by KCC.

26 Absence during the pay cycle

Employees on maternity or family related leave, extended sick leave or with several periods of sickness absence will need to accrue a total of nine months in work, during the appraisal year, in order for a fair and accurate assessment to be made.

On their return to work and once an Employee has accrued 9 months aggregated service, a pay assessment will be undertaken and any pay award backdated to 1st April or 1st September (delete depending on the schools TCP cycle).

27 Staff starting mid way through the pay cycle

April to March Appraisal Cycle

Support staff are eligible for a pay review if they started in post on or before 1st October

Where an Employee starts after this date they will not be eligible for a pay review in the April of their first year of service and will not be entitled to a salary increase until the following April.

OR

September to August Appraisal Cycle

Support staff are eligible for a pay review if they started in post on or before 1st March

Where an Employee starts after this date they will not be eligible for a pay review in the September of their first year of service and will not be entitled to a salary increase until the following September.

Where an Employee is promoted internally to a new post on a different grade during the pay cycle they will only be eligible for a pay assessment where they have completed 6 months service in the new post by the date at which the annual salary increase is effective. If this is not the case they will need to wait until the following pay review date to receive their first assessment for a salary increase.

28 Discretionary Allowances and Additional Payments for Support Staff

28.1 Allowances

The following allowances may be paid to eligible staff:

- First Aid Allowance – payable to Employees undertaking first aid duties who have an appropriate recognised first aid at work qualification
- SENA Allowance – payable to Teaching Assistants working in Special School and Special Units only

School may specify other allowances in payment

28.2 Overtime

Overtime for Employees graded KR8 or less who work in excess of 37 hours in any week will be paid as follows:

Monday to Friday	Saturday / Sunday	Public Holidays
1.33	X 1.33	X 2

Overtime should only be worked with the prior approval of the Headteacher and all claims must be appropriately authorised.

Extra time of less than half an hour each day will not constitute overtime. Overtime is aggregated for each calendar month and paid in complete half hours. Where less than half an hours overtime is worked in a month this will be paid at plain time.

Overtime will not be paid to staff Graded KR9 or above. Time off with lieu may be granted with the prior agreement of the Headteacher.

28.3 Cash Awards

The Management Committee / Executive Headteacher may at its discretion make a cash award to recognise members of support staff who have undertaken a specific task or project. In this School cash awards to an individual will not exceed £1000 in any one year.

29 Other Pay Considerations for Support Staff

29.1 Acting up arrangements

Where a member of staff takes on additional accountabilities on a temporary basis the Executive Headteacher / Pay Committee may determine whether they should move to a higher grade commensurate with the additional responsibilities for a time limited period.

An Employee may also be seconded to a higher graded post to cover the temporary absence of the substantive post holder.

Where an Employee is on secondment or acting up they will receive their TCP assessment and pay progression on their temporary role. When they revert to their substantive post any percentage increase received in their temporary role will be applied to their substantive pay.

29.2 Redetermination of Grade

Where the Executive Headteacher determines that there has been a permanent change in the accountabilities of a post, a role may be regraded.

Written notification will be provided of any change in salary or grade.

Any redetermination will be made with reference to provisions of the Kent Scheme conditions of service for support staff

Salary changes as a result of a regrading will take effect from the beginning of the month in which the assessment took place. Where an individual is upgraded they will normally be placed at the bottom of the new grade or receive a salary increase of at least 2.5%, whichever is the greater.

29.3 Salary Protection

Employees who are engaged on Kent Scheme terms may be eligible to be paid salary protection for up to 18 months should the grade of their post be reduced or if they are redeployed to a lower graded post as a result of organisational change.

Where the redeployment is to a post which is more than two grades below the Employee's previous post, the Loss of Earnings compensation will only apply to a maximum of two grades above the grade of the new substantive post.

Changes in hours / weeks worked will not attract salary protection.

Appendix 1: Terms of Reference

Management Committee

It is the role of the Management Committee to:

- establish KHNES's pay policy, including the criteria and framework for pay decisions and review these provisions annually
- determine the annual budget for pay and any uplift to be applied to the School's pay scales for Teachers and support staff
- determine which functions are to be delegated to the Pay Committee / Executive Headteacher
- monitor the application and effectiveness of the policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively
- to ensure KHNES meets its statutory and contractual obligations with regards to pay

Pay Committee (or *Executive Headteacher where the authority to make pay decisions has been delegated*)

It is the role of the Pay Committee to:

- determine the pay progression to be awarded to individual Employees
- apply the criteria set out in the School's Pay Policy and consider fully the recommendations made by the Executive Headteacher [*Line Manager where pay decisions have been delegated to the Executive Headteacher*] regarding an individual's pay
- ensure all Employees are made aware of the outcome of their individual pay review in writing
- record the reasons for the pay decisions taken
- report summary information regarding pay decisions to the full Governing Body as required

Where pay decisions are made by a pay committee – the Headteacher may provide professional advice and guidance to the panel to assist with decision making.

Executive Headteacher (or *line manager/ appraiser where the authority to make pay recommendations has been delegated*)

It is the role of the Executive Headteacher to:

- ensure Employees are appraised in accordance with School policy
- make written recommendation to the Pay Committee [*Executive Headteacher where pay recommendations have been delegated to the line manager / appraiser*] regarding an individual's pay with reference to the criteria for pay progression within the School
- ensure that appropriate written records are kept of appraisal discussions – including targets set and any progress / review meetings
- undertake moderation of pay recommendations to ensure consistency and fairness across staff groups

In the case of the Executive Headteacher, where pay decisions are made by a Pay Committee – to provide professional advice and guidance to assist with decision making.

Appendix 2: Pay Framework for Teachers and Leadership Teachers

School to insert their chosen pay framework or detail their own approach to pay here
Schools may adopt their own approaches to pay providing they are consistent with the requirement to base pay decisions upon evidence of performance.

Schools may also adopt whichever pay framework is appropriate to the needs of school so long as the pay range values are compliant with those set out in the STPCD. Many schools have opted to retain a point's based framework but this is not mandatory.

This policy suggests that the following models could be used:

Model A: Reference Points Framework

Model B: Differentiated Rates of Progression

Model C: Flat Percentage Increase

Model D: Annually determined cash increase

Model E: Differentiated Cash Increase

Details relating to each of these frameworks are provided in the *Pay Policy Guidance Notes for Schools & Academies*.

Appendix 3: Pay Progression Criteria for Teachers

Main Pay Range

In this School the following criteria will be considered when assessing whether pay progression will be awarded to a Teacher paid on the Main Pay Range:

- *The Teacher must have made good progress towards their appraisal objectives*
- *The Teacher must be able to demonstrate sound evidence of consistently good teaching, learning and assessment practice throughout the assessment period*
- *The Teacher must be able to evidence that they have met the Teachers Standards throughout the assessment period*

Upper Pay Range

In this School the following criteria will be considered when assessing whether pay progression should be awarded to a Teacher paid on the Upper Pay Range:

- *The Teacher must have made good progress towards their appraisal objectives*
- *The Teacher must be able to demonstrate sound evidence of consistently good teaching, learning and assessment practice throughout the assessment period with increasing aspects of outstanding practice*
- *The Teacher must be able to evidence that they are highly competent in the Teachers Standards throughout the assessment period – demonstrating an increasing breadth and depth of knowledge, skill, understanding and application*
- *The Teacher must demonstrate evidence that they have continued to meet the criteria for moving to the Upper Pay Range and they have further developed their practice*
- *The Teacher must be able to demonstrate that they are continuously developing as a practitioner and are supporting colleagues in developing their practice*

Leading Practitioner Pay Range

In this School the following criteria will be considered when assessing whether pay progression should be awarded to a Teacher paid on the Leading Practitioner pay range:

- *The Leading Practitioner must have made good progress towards their appraisal objectives*
- *The Leading Practitioner must be able to demonstrate that they are highly competent in the professional standards*
- *The Leading Practitioner must be an exemplar of the highest level teaching skills and professional practice with a demonstrable impact on the wider school*
- *The Leading Practitioner must have made a measurable impact on the effectiveness of colleague's practice or those areas of pupil outcomes identified for improvement*
- *The Leading Practitioner must have demonstrated strong Leadership in developing, implementing and evaluating policies and practices which contribute to School improvement*

Unqualified Pay Range

In this School the following criteria will be considered when assessing whether pay progression should be awarded to a Teacher on the Unqualified Pay Range:

- *Good progress towards their appraisal objectives*
- *Development of the effectiveness and impact of their teaching practice*

- *An increasing positive impact on outcomes for students*
- *An increasing contribution to the work of the school*

Sources of Evidence

Schools may wish to set out examples of the range of evidence which may be considered

- Assessment against Appraisal Objectives
- Assessment against Teachers Standards
- Classroom Observations
- Self Assessment & Peer Review
- Relevant Pupil Progress Data

Appendix 4: Criteria for Progression to the Upper Pay Range

To progress to the Upper Pay Range a Teacher must meet the following criteria:

- highly competent in all elements of the professional standards

- their achievements and contributions to the School are substantial and sustained

In this School, this is interpreted as follows:

Highly Competent

- *The Teacher demonstrates consistently good teaching and learning with evidence of aspects of outstanding practice*
- *The Teacher evidences an excellent depth and breadth of knowledge, skill, understanding and application of the Teachers standards*
- *The Teacher contributes to the professional development of colleagues through coaching / mentoring, demonstrating effective practice and providing advice, guidance and feedback. The Teacher continually develops their practice through effective application of professional development activities*

Substantial

- *The Teacher plays a critical role in the life of the School outside of their classroom*
- *The Teacher is making a significant wider contribution to School improvement and pupil outcomes outside of their class*
- *The Teacher makes a significant contribution to policy and practice which has improved teaching and learning across the School*

Sustained

- *The Teacher's performance levels should be sustained over a two year period as evidenced in the two previous appraisal reports*

Sources of Evidence

Schools may wish to set out examples of the range of evidence which may be considered

- Assessment against Appraisal Objectives
- Assessment against Teachers Standards
- Classroom Observations
- Self Assessment & Peer Review
- Relevant Pupil Progress Data

Please see the appraisal policy for full details

Appendix 5: Pay Progression Criteria for Leadership Teachers

Executive Headteacher

In this School the following criteria will be considered when assessing whether pay progression should be awarded to the Headteacher:

- *The Executive Headteacher must have met or made good progress towards their appraisal objectives*
- *The Executive Headteacher must be able to evidence that they are highly competent in the Teachers' Standards to a level consistent with their Leadership responsibilities*
- *The Executive Headteacher must be able to demonstrate sustained high quality performance with particular regard to strategic Leadership and management practice and their positive impact on whole School standards, pupil progress and outcomes.*

Leadership Teachers

In this School the following criteria will be considered when assessing whether pay progression should be awarded to a Leadership teacher, other than the Headteacher:

- *The Leadership Teacher must have met or made good progress towards their appraisal objectives*
- *The Leadership Teacher must be able to evidence that they are highly competent in the Teachers' Standards to a level consistent with their Leadership responsibilities*
- *The Leadership Teacher must be able to demonstrate sustained high quality performance with particular regard to strategic Leadership and management practice and their positive impact on whole School standards, pupil progress and outcomes or operational areas in the school for which they have responsibility.*

Guidance Note:

The School may also wish to refer to the National Standards of Excellence for Headteachers to identify and inform performance expectations for all Leadership teachers. However it should be noted that these standards are not mandatory and should not be used as a checklist against which to assess performance.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/396247/National_Standards_of_Excellence_for_Headteachers.pdf;

Sources of Evidence

Schools may wish to set out examples of the range of evidence which may be considered

- Assessment against Appraisal Objectives

- Assessment against relevant standards – e.g. Ofsted Inspections
- SIP / SEF
- Classroom Observations (where relevant)
- Relevant Pupil Progress Data
- Self Assessment

Appendix 6: Pay Framework for Support Staff

School to insert Kent Scheme or locally determined Pay Scales & details of the annual pay award which has been determined below.

From November 2018 where a member of support staff is eligible for a pay review and evidence of performance meets the school's criteria for pay progression as set out in this policy; the Employee will progress as follows:

TCP Contribution Level	% Pay Increase
Performance Improvement Required	0%
Achieved the Required Standard	2.6%
Performance Above the Required Standard	3.6%
Outstanding Performance	5%

Appendix 7: Pay progression Criteria for Support Staff

Guidance Note:

Schools may wish to specify their own criteria or use / adapt the criteria provided below. Schools / Academies are strongly advised to consider carefully developing

specific criteria relevant to their local context and performance expectations.

<i>Contribution Level</i>	<i>Summary of Definition</i>
<i>Not Assessed</i>	<p>Assessment was not made because of</p> <ul style="list-style-type: none"> • <i>long term absence, such as sickness or maternity leave, to an aggregate level of 9 months or more during the assessment year</i> or • <i>the employee's performance is being monitored and reviewed within the school's formal capability procedure</i> or • <i>the employee does not have the required service by the date of the TCP award</i>
<i>Performance Improvement Required</i>	<p><i>Employee did not achieve the standards expected in the job. This may be due to one or a combination of:</i></p> <ul style="list-style-type: none"> • <i>one or more performance management objectives not being met without adequate explanation</i> • <i>evidence of behaviour or conduct contrary to that expected in the role</i> • <i>a less than satisfactory attendance or punctuality record compared to the normal standards across the school</i> <p><i>overall standards of performance in the job are less than expected</i></p>
<i>Achieved the Required Standard</i>	<p><i>The Employee has achieved all the performance objectives or if this is not the case there is an understandable and acceptable reason for this.</i></p> <p><i>Additionally performance generally is consistently sound across all key areas of the role and the behaviours demonstrated by the Employee are consistently positive.</i></p> <p><i>In common terms an Employee with this assessment would be regarded as sound, positive, reliable and doing a 'good job' all round and there will be a range of evidence to substantiate this.</i></p>
<i>Performance Above the Required Standard</i>	<p><i>Employees at this level will be those whose performance clearly stands out as above the norm. Their work will be seen to be consistently of a high calibre with a sense of pride in the quality of their work. Performance objectives will have been met and exceeded in some way unless the objectives were regarded as 'stretch' targets or particularly challenging in some way.</i></p> <p><i>There will be evidence of using own initiative and taking personal responsibility to seek out new tasks or responsibilities that are desirable, appropriate and have a positive impact on children and/or colleagues.</i></p> <p><i>Typically attendance would be expected to be very high.</i></p>

	<p><i>The Employee will also consistently demonstrate very positive behaviours towards their work, children and colleagues with clear evidence of effective outcomes.</i></p>
<p>An Outstanding Performance</p>	<p><i>Performance objectives will be delivered to an exceptionally high standard. The quality of work throughout the year will be regarded as first class and impressive in terms of what is achieved and how it is delivered.</i></p> <p><i>Employees at this level will be regarded by others as 'exceptional' in their role and they demonstrate exceptionally positive behaviours towards children, parents (if appropriate to role) and colleagues.</i></p> <p><i>There will be clear evidence of often going the 'extra mile', of doing things over and above expectation on a regular basis and constantly demonstrating behaviours consistent with the values, principles and ethos of this school.</i></p>

Sources of Evidence

Guidance Note: Schools may wish to set out examples of the range of evidence which may be considered

- Appraisal Objectives
- Lesson Observations (where relevant)
- Training / CPD Records

Appendix 8: Pay Appeals

Prior to making an appeal an Employee is encouraged to speak informally to their appraiser / Executive Headteacher about any concerns they have about their pay recommendation which has been made.

An Employee may register a formal appeal against a decision regarding their pay. Appeals should be made in writing to the Executive Headteacher / Chair of the Pay Committee within 10 working days of receipt of written confirmation of the pay decision.

An appeal may be made on the following grounds – that the school has:

- incorrectly applied the school's pay policy
- incorrectly applied any provision of the national or local terms and conditions of service
- failed to have proper regard for statutory guidance
- failed to take proper account of relevant evidence
- taken account of irrelevant or inaccurate evidence
- failed to act objectively or fairly in making the pay assessment

The letter of appeal should include full details of the reasons why the Employee is making an appeal on the stated grounds.

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

Appeals will be considered by a panel of one or more governors within 20 working days of the receipt of the appeal.

The role of the panel is to review the original pay decision on the basis of the grounds of appeal presented by the Employee.

The outcome may be to:

- To uphold the original pay decision
- To uphold the Employee's appeal
- To refer the matter for reassessment by the Headteacher / Pay Committee who made the original decision or to seek the advice of an additional independent advisor

The Employee will be advised of the outcome of the appeal hearing, including reasons for the decision, usually within 5 working days of the Committee's decision being made. There is no further right of appeal.

The Employee is entitled to be accompanied at the Appeal Hearing by a workplace colleague or trade union / professional association representative. A postponement of up to 5 working days may be requested to allow the Employee's trade union or workplace colleague of choice to attend.

Procedure for an Appeal Meeting

- The chair of the appeal panel will introduce those present and their roles, explain the case to be considered, the procedure to be followed and the format of the meeting.

- The Employee or their representative shall put the case in support of the grounds for appeal. This may include referring to written submissions and evidence. The School's representative and panel and their respective advisors may ask questions of the Employee and their representative.
- The School's representative (Headteacher / Chair of the Pay Committee) presents the case for upholding the original pay decision and refers to written documentation. The Employee, their representative and the panel may ask questions of the School's representative.
- The panel will invite both parties to sum up their cases, with the Employee or his/her representative having the final word. The hearing will then be adjourned whilst the panel deliberates over the evidence
- Adjournments may be requested by both parties or by the panel during the appeal hearing. If new evidence is presented the appeal may need to be adjourned while this is investigated.
- The appeal hearing will then be adjourned whilst the panel deliberates over the evidence. If further clarity is required both parties may be recalled and the hearing reconvened so that all parties may hear any additional evidence.
- The appeal hearing is reconvened and the outcome is communicated verbally to the Employee. This should also be confirmed in writing. On occasion it may not be possible for the panel to reach a decision on the day of the hearing in which case the appeal may be reconvened or all parties may agree for the outcome to be communicated in writing within 5 working days of the decision being made.