

Thomas More Catholic School



Mission Statement

To Care for, respect and value all people and our environment.

To Learn that justice and love are the foundations of our Faith;
to make these the guiding principles of our community in its commitment to
academic excellence and personal integrity.

To Achieve beyond our highest expectations, creating challenging opportunities,
which take us all confidently through the 21st Century.

PAY POLICY

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- September 2013 following publication of the final version of the 2013 School Teachers Pay and Conditions Document (STPCD)
- March 2014 – to provide further guidance re NQT pay progression
- September 2014 – to reflect 2014 changes to STPCD and changes to arrangements for support staff appraisal
- July 2014 – appendix 4 reviewed
- October 2015 – appendix 5 reviewed in line with STPCD 2015
- August 2016 – to reflect 2016 changes to STPCD; addition of para 18.4 and ranges for allowances in appendix 5
- October 2017 – appendix 5 reviewed in line with STPCD 2017
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Contents

1	INTRODUCTION	4
2	PRINCIPLES AND OBJECTIVES	5
PART ONE - TEACHING STAFF.....7		
3	TERMINOLOGY	7
4	PAY RANGES AND PAY SCALES.....	7
5	PAY REVIEWS	7
6	BASIC PAY DETERMINATION ON APPOINTMENT	7
7	PAY PROGRESSION BASED ON PERFORMANCE	8
8	MOVEMENT TO THE UPPER PAY RANGE	9
9	PART-TIME TEACHERS	11
10	SHORT NOTICE/SUPPLY TEACHERS.....	11
11	PAY INCREASES ARISING FROM CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT	11
12	UNQUALIFIED TEACHERS	11
13.	LEADING PRACTITIONER	12
14.	LEADERSHIP GROUP	13
15.	DETERMINATION OF DISCRETIONARY PAYMENTS TO HEAD TEACHERS	14
16.	TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs).....	15
17.	SPECIAL EDUCATIONAL NEEDS ALLOWANCES (FOR CLASSROOM TEACHERS)	16
18.	RECRUITMENT AND RETENTION INCENTIVES AND BENEFITS.....	16
19.	OUT-OF-SCHOOL HOURS LEARNING ACTIVITIES (“OOSHLA”).....	16
20.	ADDITIONAL PAYMENTS – TEACHERS	17
21.	SALARY SAFEGUARDING - TEACHERS	17
22.	REVIEW OF PAY DECISIONS AND APPEAL ARRANGEMENTS – TEACHERS	17
PART TWO – SUPPORT STAFF IN COMMUNITY & VOLUNTARY CONTROLLED MAINTAINED SCHOOLS.....20		
PART THREE – SUPPORT STAFF IN VOLUNTARY AIDED, FOUNDATION, TRUST & ACADEMY SCHOOLS		
36.	STAFFING STRUCTURE.....	21
37.	GRADING OF POSTS	21
38.	STARTING SALARY POINT	21
39.	INCREMENTAL PROGRESSION AND ACCELERATION	22
40.	TERM TIME ONLY WORKING AND ANNUAL LEAVE	22
41.	PRE SINGLE STATUS – AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS	23
42.	PRE EBCR – AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS.....	24
43.	REWARDING ADDITIONAL DUTIES (FORMERLY KNOWN AS HONORARIA)	24
44.	RETIREMENT.....	25
45.	APPEAL ARRANGEMENTS – SUPPORT STAFF	25
Appendix 1	26	
	Staffing Structure.....	26
Appendix 2	28	

Sample Criteria for Recruitment & Retention Incentive & Benefits for Teachers	35
Appendix 4	37
Teacher Pay Progression based on Performance	37
Appendix 5	39
Croydon Pay Scales	39

PAY POLICY

1 INTRODUCTION

1.1 This Policy has been adopted by the Governing Board and applies to all teachers and associate staff employed to work at Thomas More Catholic School (hereafter referred to as 'the school'). It has been consulted on with staff and the recognised trade unions.

1.2 Nothing in this Policy should be interpreted as contradicting or overriding the provisions of the current School Teachers' Pay and Conditions Document ("STPCD") which are mandatory. As a voluntary aided, maintained school, the school will also adhere to the Council's Employment Based Cost Review (EBCR) and job evaluation arrangements for support staff.

As a voluntary aided school, TMCS has taken a decision not to adopt and implement the single status and Council's Employment Based Cost Review (EBCR) agreement. The purpose of the Policy is to set out adopted local agreements and supplement the nationally agreed salary arrangements, clarifying, in particular, how areas of discretion are to be exercised by the school.

1.3 The Policy will be reviewed annually by the Governing Board and particularly where there are changes in the STPCD affecting areas of discretion to be exercised by the 'relevant body'. The review of the policy will include trends of progression across specific groups of staff to assess its effect and the school's continued compliance with equalities legislation.

1.4 The Policy should be read in conjunction, as appropriate, with other Human Resources policies and procedures, including in particular the school's Recruitment Policy and the school's policy on Reorganisation and Restructuring. These are available from the school or on <http://www.octavopartnership.org/resources> Reference should also be made to the related documents section below.

1.5 The school will maintain a staffing structure, which shows the number and grades of jobs within the school. Staff, through their professional associations and trade unions, will be consulted on any proposed changes to this structure. This will include the school's policy for rewarding TLR3s, for example stating remuneration levels and whether all TLR3s will be of the same duration or whether duration will vary according to circumstances. *The current staffing structure is attached as Appendix 1 – to follow.

1.6 The Governing Body has delegated full powers to the Resources Committee, the Head Teacher's Performance Management Committee, and the Pay Committee. These Committees are responsible for determining all pay matters in accordance with the Pay Policy, the school's

appointments procedure and the school's Appraisal / Performance Management Policy. The Governing Body, operating through these Committees, will ensure that discretionary pay elements are used in a fair, equitable and consistent manner. Appendix 2 confirms the terms of reference of the Resources Committee, the Head Teacher's Performance Management Committee and the Pay Committee.

- 1.7 The Headteacher will make recommendations on pay for all staff in the school, and the Performance Management Committee will make the recommendation for the pay of the Headteacher. The Pay Committee will oversee all pay decisions.

Related Documents

This Pay Policy will be applied as supplemented by specific provisions contained within:-

- The School Teachers Pay & Conditions document
- The NJC National Agreement on Pay and Conditions of Service ("the Green Book")
- The Council's Policy covering job evaluation, grading and other local agreements
- The School's Restructuring & Reorganisation Policy
- The Teachers Pension & Local Government Pension Scheme and the Council's policy regarding "discretionary" pension provisions, as determined by Croydon Council and the school's Governing Board
- The School's Capability procedure for Teachers and for Associate Staff as recommended to Governing Boards
- The Council's Employment Base Cost Review
- The Council's Single Status Agreement
- The Rewarding Additional Duties policy & procedure
- The School's Redeployment policy
- The School's appraisal policies for Associate Staff and Teachers
- The 'Burgundy book' for Teachers
- Teachers Performance Management Regulation

2 PRINCIPLES AND OBJECTIVES

2.1 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 discretionary. This Policy will indicate how Governing Boards will apply this.

2.2 The school recognises the need to manage pay equitably and will ensure through this policy that pay has a positive influence by undertaking to:

- support the school's development including current priorities and targets;

- demonstrate that all pay decisions are made consistently and fairly, in compliance with anti-discrimination legislation;
- ensure that appropriate arrangements are made for staff to appeal against any pay decision affecting them personally, and for such appeals to be heard by a panel of governors whose members have not been involved previously in the decision against which an appeal is made;
- within its budget, and recognising the different terms and conditions, to reward all staff appropriately, with similar considerations being given to teaching staff and support staff;
- to use the nationally and locally agreed pay scales, together with any discretions available to them, to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay;
- to ensure that all staff have confidence that they are receiving fair and equal treatment;
- to inform staff of changes to their pay;
- to ensure that staff are aware of the procedures within which pay decisions are made and that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales.

All appointed teachers are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document (STPCD) as updated from time to time. A copy of the latest version may be found from the school or on-line at <http://www.education.gov.uk/search/results?q=schools+teachers+pay+and+conditions>.

All pay-related decisions are made taking full account of STPCD and the teachers' professional associations and trade unions have been consulted on this pay policy. All pay related decisions are taken in compliance with current employment legislation including The Equality Act 2010, The Equal Pay Act 1970, The Employment Rights Act 1996, The Employment Relations Act 1999 and 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.

PART ONE - TEACHING STAFF

3 TERMINOLOGY

- 3.1 The “relevant body” for pay purposes in respect of Teachers employed at the school is the Governing Board.
- 3.2 Unless otherwise stated the words in Part One of this Policy shall have the same meaning as the words in the STPCD.

4 PAY RANGES AND PAY SCALES

4.1 The School Teachers Pay and Conditions Document gives a national minimum and maximum for the pay ranges for Unqualified Teachers, Main Scale Teachers, Upper Pay Range Teachers, Leading Practitioners and the Leadership Group. The Governing Board determines the pay scales and will review them on an annual basis. The values of the pay scales adopted by the Governing Board of this school are shown in appendix 5 of this policy.

5 PAY REVIEWS

5.1 The Governing Board will ensure that each teacher’s salary is reviewed annually, with effect from 1 September and all Teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled no later than by 31 October each year.

This will mean that recommendations about Teacher’s pay should be completed by 10 October of each year in order to allow for any appeals against the recommendation to be lodged and heard.

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

5.3 Where a pay determination leads or may lead to the start of a period of 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.

6 BASIC PAY DETERMINATION ON APPOINTMENT

6.1 The Governing Board will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that

range to be offered to the successful candidate. The starting salary will therefore be by negotiation following consideration of previous experience.

6.2 In making such determinations, the Governing Board may take into account a range of factors, including:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- the wider school context

There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school although in practice this may be the norm in order to recruit able staff.

7 PAY PROGRESSION BASED ON PERFORMANCE

7.1 The school recognises that the performance of a teacher is the most important factor in deciding on salary levels, but that high level performance is achieved through high quality and successful experience, and focused professional development. Therefore, this policy recognises the links between experience and performance, and seeks consistently to incentivise the very best teachers, at the same time as ensuring they develop strong and well-embedded skills whilst building their craft.

7.2 In this school all Teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the school's appraisal policy.

7.3 Decisions regarding pay progression will be made with reference to the Teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

7.4 There will be meetings throughout the appraisal process so that all Teachers are aware of their progress towards meeting the criteria for pay progression. In the event that a Teacher is unlikely to meet the criteria for pay progression they can expect to be alerted to this and given support to improve their performance.

7.5 NQTs receive regular feedback during their induction year, and schools should determine how best to use this information to inform the decision about whether they will receive an increment at the end of their first year of teaching. A guidance

note, 'Pay Progression: NQTs", has been produced and school may wish to refer to this document as a basis for making the pay assessment.

7.6 To be fair and transparent, assessments of performance will be properly rooted in evidence. In this school we will ensure fairness by quality assurance and moderation by the Governing Board.

7.7 Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Board, having regard to the appraisal report and taking into account advice from the senior leadership team. The Governing Board will consider its approach in the light of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels.

Appendix 4 details how pay will be linked to performance in the school.

8 MOVEMENT TO THE UPPER PAY RANGE

8.1 Decisions made about movement to the upper pay range in one school will not be binding on another school

8.2 Applications and Evidence

8.2.1 Any qualified teacher may apply to be paid on the upper pay range and **any such application must be assessed in line with this policy**. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

8.2.2 Applications may be made in writing to the Headteacher at least once a year. The deadline for receipt is 30 September.

8.2.3 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 upper pay range in that school or schools. This school will not be bound by any pay decision made by another school.

8.2.4 All applications should include the results of reviews or appraisals under the 2011 or 2012 regulations, including any recommendation on pay for the 2 years immediately preceding the application for assessment. Teachers have the option of submitting additional evidence to support their application.

8.2.5 The fact that a teacher is paid on the upper pay range does not imply that they have to take on additional management responsibilities although they do have responsibilities for the wider work of the school including for example coaching and mentoring other teachers and assisting them to develop their teaching practice.

8.3 The Assessment

8.3.1 An application from a qualified teacher will be successful where the Governing Board is satisfied that:

(a) the teacher is **highly competent** in all elements of the relevant standards;

- ‘**highly competent**’ means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice.

and

(b) the teacher’s achievements and contribution to the school are **substantial** and **sustained**.

- ‘**substantial**’ means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils’ learning; and

‘**sustained**’ means maintained continuously over the previous 2 academic years and demonstrated by an overall grade of Level 1 in the appraisals for the 2 years immediately preceding the application for assessment. A lesser period of time can be considered in situations such as maternity or long term sickness. If a teacher is working on a part time basis, the period of time remains 2 years and is not lengthened on a pro rata basis.

8.3.2 The application will be assessed by the Headteacher who will make a recommendation to the Pay Committee of the Governing Board so that they can make the final determination

8.4 Processes and procedures

8.4.1 The assessment and determination of the Governing Board will be made by 31 October and applicants will receive a response within 10 working days of the date of the determination.

8.4.2 If successful, applicants will move to the upper pay range from the start of the academic year. Successful applicants will be placed on the minimum of the upper pay range.

8.4.3 If unsuccessful, feedback will be provided by a member of the Senior Leadership Team within 10 workings of the date of the determination by the Governing Board and will be confirmed in writing

8.4.4 Any appeals against a recommendation or a decision not to move the teacher to the upper pay range will be heard under the arrangements outlined in paragraph 22.

9 PART-TIME TEACHERS

9.1 Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing 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.

10 SHORT NOTICE/SUPPLY TEACHERS

10.1 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 consists of 195 days; periods of employment for less than a day being calculated pro-rata.

11 PAY INCREASES ARISING FROM CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT

11.1 All teachers are paid in accordance with the statutory provisions of the Document as updated from time to time.

11.2 Cost of living pay rises in the School Teachers Pay and Conditions Document are only made to the minimum and maximum of the pay ranges. Although schools have the option of only applying the cost of living awards to the minimum and maximum of the pay ranges this school has decided to apply the same percentage cost of living pay increase to all spine points in the pay ranges.

11.3 This school will apply the same cost of living increases to TLR and SEN allowances as are applied to the pay ranges, provided they are within the ranges stipulated in the STPCD.

12 UNQUALIFIED TEACHERS

12.1 The School will only employ unqualified teachers where they are:

- giving instruction in any art, skill, subject or group of subjects (including any form of vocational training) and have special qualifications and/or experience and where no suitable qualified teacher, graduate teacher, registered teacher or teacher on an employment-based teacher training scheme is available;
- overseas trained teachers;
- persons granted a licence under the provisions of Part II of Schedule 2 to the Education (Teachers) Regulations 1993;

- student teachers, teacher trainees who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS; or
- assistant teachers at a nursery school or teachers of a nursery class, who were employed as teachers under the Education (Teachers) Regulations 1982 before 1 September 1989.

12.2 Those beginning work as unqualified teachers will be placed on the minimum of the new pay range, unless the Governing Board determines that they have other relevant experience, in which case the salary will be reviewed in light of that experience.

12.3 It may be determined that an additional allowance is payable where it is considered that the unqualified teacher has:

- a sustained additional responsibility that is focused on teaching and learning and requires the exercise of a teachers professional skills and judgement ; or
- qualifications or experience which bring added value to the role s/he is undertaking.

12.4 Unqualified teachers will not hold TLRs, SEN allowances or Recruitment and Retention incentives and benefits.

An unqualified teacher who becomes qualified

12.5 Upon obtaining qualified teacher status an unqualified Teacher will be transferred to a salary within the Main Pay Range for Teachers.

12.6 Where the Teacher continues to be employed by the same school within which they were employed before they obtained qualified teacher status the Teacher will be paid a salary which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum), as the Governing Board considers to be appropriate.

12.7 A Teacher who obtains qualified teacher status retrospectively under the regulations will be paid a lump sum by the relevant body responsible for the payment of remuneration at the time when qualified teacher status was effectively obtained.

12.8 The aforementioned lump sum will be the difference (if any) between the remuneration the Teacher was actually paid as an unqualified teacher and the salary (not including any allowances) the Teacher would have been paid as a qualified teacher, from the date qualified teacher status was effectively obtained to the date when the lump sum is paid.

13. LEADING PRACTITIONER

13.1 Teachers are entitled to be paid on the pay range for leading practitioners if they are in a post whose primary purpose is to model and lead improvement of teaching skills.

13.2 Teachers on the pay range for leading practitioners must be an exemplar of teaching skills, lead the improvement of teaching skills in their school and carry out the professional responsibilities of a teacher other than a Headteacher, including those responsibilities delegated by the Headteacher.

13.3 A Teacher on the pay range for leading practitioners must take a leadership role in developing, implementing, and evaluating policies and practice in their workplace that contribute to school improvement. This might include:

- (a) coaching, mentoring and induction of teachers, including trainees and newly qualified teachers;
- (b) disseminating materials and advising on practice, research and continuing professional development provision;
- (c) assessment and impact evaluation, including through demonstration lessons and classroom observation ;
- (d) helping teachers who are experiencing difficulties.

13.4 They may also be required to undertake this role in other schools or in relation to teachers from other schools.

13.5 The nationally determined minimum and maximum for the pay range for leading practitioners is given in the school teachers pay and conditions document. The school will determine the post range when it establishes a leading practitioner post within its staffing structure.

14. LEADERSHIP GROUP

14.1 Headteachers, Deputy Headteachers and Assistant Headteachers employed at the school shall be paid on the salary ranges determined in accordance with the provisions of the STPCD.

14.2 The salary ranges are determined according to a three step process. Further details about how to undertake this process can be found in the Department for Education document “Implementing your school’s approach to pay”

14.3 The pay band for the Headteacher is Group 6 (L21 – L35). It will only be exceeded by more than 25% in wholly exceptional circumstances. In this situation a robust business case will be drawn up and external independent advice must be sought from an appropriate person or body who can decide 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.

14.4 Where consideration is given to the Headteacher being appointed to as a Headteacher of more than one school, either on a temporary or permanent basis then the provisions of the STPCD will apply.

Performance Review

14.5 Progression through the appropriate pay range for all Teachers in the Leadership Group will not be automatic.

14.6 An annual review of the performance of Assistant and Deputy Headteachers must be undertaken by 31 October and by 31 December for Headteachers using the schools performance management process. This will mean that recommendations about the pay of Assistant and Deputy Heads should be completed by 10 October and recommendations about the pay of Headteachers should be completed by 1 December of each year in order to allow for any appeals to be lodged and heard.

14.7 To achieve progression there must be a demonstration of sustained high quality performance, with particular regard to leadership, management and pupil progress at the school and a review of performance against performance objectives and teacher standards.

14.8 To be fair and transparent, judgements will be properly rooted in evidence and there must have been a successful review of performance.

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

- performance objectives;
- classroom observation (where relevant)
- teacher standards
- other evidence.

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

15. DETERMINATION OF DISCRETIONARY PAYMENTS TO HEAD TEACHERS

15.1 The new approach to setting Headteacher pay means that the need to make additional payments using allowances will be largely unnecessary as all relevant factors should be taken into account when setting the pay range. The exception to this is for temporary or irregular responsibilities or other very specific reasons which it is not appropriate to incorporate into permanent pay, such as housing or relocation costs. Such payments should be clearly time limited from the outset and cease when the responsibility ceases or circumstances change.

Safeguarding does not apply to such arrangements. The total value of the salary and temporary payments made to a Headteacher in any one year must not exceed 25% above the maximum of the Headteacher group for their school. It will only be exceeded by more than 25% in wholly exceptional circumstances. In this situation a robust business case will be drawn up and external independent advice must be sought from an appropriate person or body who can decide 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.

16. TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs)

16.1 TLRs will be awarded to classroom teachers undertaking a sustained responsibility in accordance with the conditions laid down in the STPCD. Such TLRs will be assigned to specific posts within the school's staffing structure.

16.2 In awarding a TLR 2 payment, the school is satisfied that the teacher's duties include a significant responsibility for which s/he is accountable, not required of all classroom teachers, and that-

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) requires the teacher to lead, manage and develop a subject or curriculum area or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
- e) involves leading, developing and enhancing the teaching practice of other staff.

16.3 In awarding a TLR 1 payment, the school is satisfied that in addition to the criteria detailed above the teacher will also carry line management responsibility for a significant number of people.

16.4.1 The relevant body will award a fixed-term third TLR (TLR3) for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of a TLR3 will be within the range given in the STPCD. The duration of the fixed term must be established at the outset and payment will be made on a monthly basis for the duration of the fixed term.

16.4.2 All TLR3s will be advertised internally, and all qualified teachers employed in the school will have an opportunity to apply for them.

16.5 The values of TLRs have been set by the Governing Board and are shown in the school's staffing structure (Appendix 1). The school will review the cash value of the TLRs annually in the light of pay awards made under the STPCD.

(Please note that from September 2014 there were no longer prescribed differentials between the values of TLRs.)

17. SPECIAL EDUCATIONAL NEEDS ALLOWANCES (FOR CLASSROOM TEACHERS)

17.1 An SEN allowance will be paid to eligible classroom teachers under the provisions of the STPCD. The STPCD sets maximum and minimum values for such payments.

17.2 Where an SEN allowance is paid the spot value will be determined by taking account of the school's SEN provision and:

- i) whether any mandatory qualifications are required for the post;
- ii) the qualifications or expertise of the teacher relevant to the post; and
- iii) the relative demands of the post.

18. RECRUITMENT AND RETENTION INCENTIVES AND BENEFITS

18.1 The payment of recruitment and retention incentives and benefits may be considered in respect of individual posts for which specific recruitment/retention difficulties have been identified. Any use of such payments will be applied on a non-discriminatory basis and on the basis of clearly defined criteria determined by the Governing Board from time to time. Please refer to current criteria in Appendix 3 to this policy.

18.2 Where it is determined to pay such an incentive/benefit, the amount will be determined to meet the circumstances of the case. The level of payment and any required qualifying period of service will be set out in writing to the teacher concerned.

18.3 Where the Governing Board makes one or more such payments, or provides such financial assistance, support or benefits in one or more cases, the Governing Board will conduct a regular formal review of all such awards. The expected duration of any such incentives and benefits will be made clear at the outset, including the review date after which they may be withdrawn.

18.4 Recruitment and retention incentives and benefits may **not** be made to Headteachers, Deputy heads or Assistant Heads.

19. OUT-OF-SCHOOL HOURS LEARNING ACTIVITIES ("OOSHLA")

19.1 The school acknowledge that some teachers supervise out of school activities i.e. sports club, drama and music productions, revision classes and

other events purely on a voluntary basis. The school is extremely grateful to teachers who support pupils in this way. The school acknowledges that these activities are entirely voluntary and that teachers should not feel under any obligation (moral or contractual) to provide these services. The school also acknowledge that many other teachers support pupils in other ways.

19.2 There may be times where the governors feel that it is in the best interest of the school to provide certain out of school learning activities on a more formal basis. In these cases the school may offer a payment to a teacher who undertakes such activities. No teacher will be compelled to offer such an activity but, where they do, the governors will expect a more formal commitment from the teacher and that the Headteacher may direct the place, timing, frequency of the activity as well as which pupils take part and the content. In these circumstances the school will offer a payment to the teacher equating to the annual Outer London Salary at the top of the main scale divided by 975. This amount includes an element for preparation/marking etc.

20. ADDITIONAL PAYMENTS – TEACHERS

20.1 The Governing relevant body may make such payments as they see fit to a teacher, including a head teacher, in respect of-

- (a) continuing professional development undertaken outside the school day;
- (b) activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- (c) participation in out-of-school hours learning activity agreed between the teacher and the head teacher or, in the case of the head teacher, between the head teacher and the relevant body;
- (d) additional responsibilities and activities due to, or in respect of, the provision of services by the head teacher relating to the raising of educational standards to one or more additional schools, unless appointed to more than one school on a permanent basis.

21. SALARY SAFEGUARDING - TEACHERS

21.1 Salary safeguarding will be paid to eligible teachers and in line with the provisions of the STPCD.

22. REVIEW OF PAY DECISIONS AND APPEAL ARRANGEMENTS – TEACHERS

22.1 Review

22.1.1 Where a teacher is not satisfied with a pay recommendation, they should seek to resolve this informally with the appropriate manager within 10 working days of receiving the decision.

22.1.2 Where this is not possible, the teacher may request a formal review of pay. This should be made in writing to the Headteacher.

22.1.3 A formal hearing will be arranged and the panel will normally consist of the Headteacher and another senior leader in the school who has not been involved in the pay decision. Where this is not possible, it may be necessary for a Governor to sit on the panel.

22.1.4 The outcome of the meeting will be conveyed to the teacher in writing within 7 working days.

22.1.5 There is a right to appeal against this decision.

22.2 Grounds for Appeal

22.2.1 An appeal against a pay decision can be lodged within 10 working days of the date when the teacher receives written confirmation of their pay decision or of the date when the teacher receives the outcome of the pay review. It must clearly state the grounds for the appeal.

22.2.2 The only grounds which will be accepted as the basis of an appeal are that the person by whom the decision was made are claimed to have: -

- a. Incorrectly applied any provision in the School Teachers' Pay & Conditions Document
- b. Failed to have proper regard to statutory guidance
- c. Failed to take proper account of relevant evidence
- d. Taken account of irrelevant or inaccurate evidence
- e. Been biased and/or unlawfully discriminated against the teacher

22.2.4 The appeal will be heard by a committee of the Governing Board and their decision will be final.

22.2.5 The outcome of the appeal will be conveyed to the teacher in writing within 7 working days of the hearing.

22.3 Right to be accompanied

22.3.1 The teacher has the right to be accompanied by a work based colleague or trade union representative at the pay review hearing and the appeal hearing. If the employee's representative is not available at the time fixed for the meeting, it must be rescheduled to accommodate the availability of the companion, so long as a reasonable alternative date is proposed which is within 5 working data of the originally proposed date.

22.4 This process performs the function of the grievance procedure on pay matters and decisions cannot therefore be reopened under general grievance procedures.

**PART TWO – SUPPORT STAFF IN COMMUNITY & VOLUNTARY
CONTROLLED MAINTAINED SCHOOLS**

PART TWO does not apply to TMCS because the school has not adopted Single Status or Croydon Council's EBCR (Employment Based Cost Review) Agreement. Therefore Sections 23 - 35 have been deleted as not applicable"

PART THREE – SUPPORT STAFF IN VOLUNTARY AIDED, FOUNDATION, TRUST & ACADEMY SCHOOLS

36. STAFFING STRUCTURE

- 36.1 The school has agreed a staffing structure for support staff working at the school and this is attached at Appendix 1. The structure ensures that there is appropriate line management of all staff.
- 36.2 The work to be undertaken by each postholder and the outcomes to be achieved will be set out in a role profile, along with a person specification setting out the criteria for each post. Role profiles are available from the school or from www.croydonhr.co.uk.
- 36.3 The appointment of support staff is the responsibility of the Governing Board unless the Governing Board and Croydon Council have agreed that such appointments will be made by the Council (Regulation 29).
- 36.4 The arrangements for filling vacancies will be as set out in the school's policy on Recruitment and Selection.

37. GRADING OF POSTS

- 37.1 The school will consult the Council about the grading of all Associate Staff posts in accordance with the requirements of the School Standards and Framework Act 1998.

38. STARTING SALARY POINT

- 38.1 The actual pay point within the salary range for each newly appointed employee will be at the minimum scale point of the grade unless:
- (i) The person appointed is an existing employee of Croydon Council (or an employee of the Governing Board of a voluntary aided or Foundation schools within the LA) and the employee is being redeployed (please refer to the school's redeployment policy and salary protection.
 - (ii) The person appointed is not currently paid on a salary range assessed in accordance with the salary policy of the school, in which case a starting salary point above the minimum of the range may be agreed by the Headteacher in exceptional circumstances, taking into account the difficulty in recruiting to the post and the newly appointed employee's:
 - (a) current actual pay
 - (b) recent relevant experience and qualifications.

39. INCREMENTAL PROGRESSION AND ACCELERATION

39.1 Unless staff are appointed on the top spinal point of their grade staff are entitled to incremental progression to the top of their grade, subject to satisfactory annual assessment under the school's adopted appraisal scheme. Annual increments, where applicable, are payable on 1st April each year. The first increment will be payable as follows:-

Date of Commencement of Employment	First Increment
1st October to 31st March	After the completion of 6 months' service in the Grade.
1st April to 30th September	On the 1st April following the appointment.

40. TERM TIME ONLY WORKING AND ANNUAL LEAVE

Term Time Working

40.1 The calculation for Associate Staff who work term-time only for a full holiday entitlement is 7.2 or 8.2 weeks (made up of 28 or 33 days' annual leave plus 8 bank holidays) for the number of weeks worked in a year. For staff who work 39 weeks each year this will mean their pay is based on 46.2 or 47.2 working weeks.

All Year Round Working

40.2 The annual leave year extends from 1st April to 31st March. All leave should be requested and taken only after agreement with the Headteacher or manager concerned. All leave is agreed subject to service requirements and the school reserves the right to require staff to take leave on **dates determined by the school**. The whole year entitlement is as follows:

- (a) Basic Entitlement:
- | | |
|--|------------------------|
| Staff on grades between Grade 1 and Grade 10 | 28 days
(5.6 weeks) |
| Staff on grades Grade 11 and above | 33 days |
- (b) Staff with at least five years' continuous local government employment
- | | |
|--|------------------------|
| | 33 days
(6.6 weeks) |
|--|------------------------|

40.3 Part time staff leave entitlement will be pro-rata to the leave entitlement of full time staff. Dependent on staff work pattern, this entitlement may be

converted into hours. New entrants to the school will be granted annual leave proportionate to their service during their leave year of entry.

- 40.4 The school will have discretion when filling a vacant post to determine the number of weeks and the number of hours per week for which the employee will be contracted to work. In addition, the school will ensure that staff receives the appropriate pro-rata payments for holidays in accordance with the National Conditions of Service.
- 40.5 The contract issued will show the number of hours and weeks to be worked. Staff will receive equal payments each month throughout the year except where extra payment is to be made for any temporary additional hours worked

41. PRE SINGLE STATUS – AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS

- 41.1 The total number of hours of work for all Associate Staff will be determined at the time of appointment.
- 41.2 Where staff work additional hours, with the prior agreement of the Headteacher, additional payment or time off in lieu (TOIL) will be arranged.
- 41.3 Overtime (other than planned overtime) is payable only to staff in receipt of basic salary of Scale Point 28 or less on the following basis:
- (i) the basic salary shall be divided by 36 to ascertain the hourly rate of overtime
 - (i) extra time of less than half an hour on any day shall not rank for overtime. Overtime shall be aggregated for each calendar month (or other appropriate period where the hours are averaged over a period longer than a week), and only complete half hours paid for
 - (ii) staff for whom it is a condition in their contract of employment that they shall work hours longer than the standard 36 a week shall be entitled to overtime payments unless the additional hours are recognised by some other payments or arrangements determined locally
 - (iv) for overtime on any day other than a Sunday, or a general or public holiday, payment shall be at time and a half. For overtime on a Sunday, payment shall be at double time.

Allowances

- (a) Weekend Working

- (i) For work on a Saturday or Sunday as part of the normal working week payment shall be at time and a half for all hours worked.
 - (ii) The weekend work enhancement shall be payable, where appropriate, in addition to the enhanced rate of pay for night work worked as part of the normal week, and to the enhanced rate of pay for shift working.
 - (iii) Work on a Saturday or Sunday outside the normal working week shall be regarded as overtime and paid for in accordance with the terms in paragraph 41.3 above.
- (b) Night Work
- (i) For work at night as part of the normal working week, payment shall be at time and a third for all hours worked between 8.00 p.m. and 6.00 a.m.
 - (ii) The premium rate for night work is not payable to staff when working irregular hours or employed on shift work.
 - (iii) The night work rate shall be payable, where appropriate, in addition to the enhanced rate of pay for work as part of the normal working week on Saturday and on Sunday.
 - (iv) Work at night outside the normal working week shall be regarded as overtime and paid for in accordance with the terms in paragraph 41.3 above.

42. PRE EBCR – AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS

This section has been deleted as it does not apply to TMCS because the school has not adopted Single Status or Croydon Council's EBCR (Employment Based Cost Review) Agreement.

43. REWARDING ADDITIONAL DUTIES (FORMERLY KNOWN AS HONORARIA)

43.1 The school recognises that there may be a need for Associate Staff to take on additional duties where a vacancy exists, during periods of absence, leave or reorganisation or because project work beyond normal requirements has to be undertaken. The school will decide how to deal with the additional duties and will bear in mind the school's Equal Opportunities Policy when doing so. Staff will be rewarded for additional

duties as a short term measure where the duration is for a minimum of 4 weeks up to a maximum of 6 months. Rewarding additional duties is a temporary arrangement and is not a permanent promotion. The Governing Board has adopted the School's Rewarding Additional Duties policy and procedure, please refer to <http://www.octavopartnership.org/resources> for details. Where the school requires a member of staff to undertake additional duties, this will be in line with the above policy.

44. RETIREMENT

- 44.1 The provisions of the Local Government Pension Scheme ("LGPS") apply in relation to "normal" and "early retirement" as supplemented by the Council's policy regarding "discretionary" pension provisions.
- 44.2 The school has adopted the Council's policy on early retirements. In considering all cases for early retirement the school will seek early advice from the schools HR provider. A copy of the policy is available from <http://www.octavopartnership.org/resources> .

45. APPEAL ARRANGEMENTS – SUPPORT STAFF

- 45.1 Please refer to Part 2, paragraph 35.

Appendix 1

Staffing Structure

Staffing Structure for Thomas More Catholic School

Establishment as at 1 September 2018

Teachers Family Tree as at September 2018					
Headteacher Mr Nathan Walters					
Deputy Headteachers Maryssa Dako James Kearns					
Director of Finance & Personnel Kate Gibbs		Assistant Headteachers Leanne Yost Dan Pitt Eddie Rakshi			
Data Manager James Brushwood		Associate Assistant Headteachers John Beech Eugene Clarke			
Middle Leaders					
Laura Mistry English	Bob Kiabi Maths	Jack Hawkins		Sarah Tucay MFL	Rachel Tejera SENDCO & EAL
Laura Rowden PE	Eugene Clarke IT	Anthony Calvert History	Sophie Schneidau Geography		Aneta Dyduch Food Tech
Michael Bonsu Business Studies		Nikki Gayle Drama	Jon Govinden Lead Practitioner for Teaching & Learning	Pauline Downie DT	
Head of Years					
Miriam Ogbonnaya Year 7	Nikki Gayle Year 8	Jenny Jones Year 9	Tilly Osei-Fosu Year 10	Preya Syal Year 11	Leanne Yost Year 12 & 13
Second in Charge/Subject Leaders					
Katie Spencer - Science		Maryam Rahman - English	Uzo Ogwuda - Maths	Ryan Small Head of Physics	Asia Lawrence - Maths KS3 and Enrichment Co-ordinator

Staffing Structure - Associate Staff as at September 2018

SLT	Kate Gibbs Director of Finance, Personnel, Premises & Facilities	
Admin	PA to Exec HT & HoSchool Exams & Tracking Exams - 6th Form Manager of Safeguarding, Welfare & Attendance Office Manager Reception Reception & Reprographics Reception from 3.00pm Finance Display	Debi Caiger Sharon Brown Cath Pereira Mandi Lamer Jenny Jones Nadia Spencer Cath Pereira Rita Arter & Anna Ricketts Harriet Jupp Siobhan Hawes
Pastoral	Learning Mentors	Rhyce Rose Julie DeVivo Chloe Adams
Learning Support	Teaching Assistant	Rita Arter Viv Barrett Pat Kavanagh Donna Kirven Dianne Pereira Anna Ricketts
Pool Manager		Ian Skinner
Catering	Manager Deputy Assistants Support	Linda Summers Mercy Amadi Cynthia AddisonAwuah Julie Brown Paulette Case Emilia Mbela Cynthia Onwechi Nandanie Suguanan John Kedi
Cover Supervisors		Louise Bostock
Technicians	Snr Science Technician Science Technician DT IT Manager ICT Technician ICT Technician Librarian	Farah Mehdi Leo Filho Tano Migliore Brian Knott Karl Dawson Imran Yaqub Fiona Byers
Premises	Site Manager Assistant Site Manager Premises Assistant	Robin Caunt Wayne Golding Spencer Gent
Cleaners	May Ansah Stephen Appiah Mario D'Almeida Didi Dimitrova Dean Dutton Sam Gyamfi	Lisa Holmes Louis Kedi Dot Kirby Maria McLaughlin Tatyana Merzlikina Rob Simmons
Exam Invigilator	Irene Amarasekera Kevin Belchambers Kim Clerkin Sue Cook Maria Coombes John Crinnegan Pamela Francis Derek Garrod Janice Henry	Paula James Gertrude Kofie Ewa Kondziela Yann Yann Ng Natalie Pinto Josie Reilly Clare Salmon Sally Sparkes Maria Spencer
		Pauline Wanogho Gerry Young

Appendix 2

Governors Committees' Terms of Reference 2018 - 2019

*Committees to review their 'Terms of Reference' on an annual basis
'Terms of Reference' to then be approved by the Full Board*

Resources Committee (an amalgamation of the Buildings and Health, Safety & Welfare Committee, Finance Committee and Personnel Committee)

1. Legal Basis

The committee is formed under the provisions of the Instrument of Government (IoG) of Thomas More Catholic School

2. Membership

Subject to the IoG, the Governing Body may establish any committee, and:

- The Governing Body must determine the constitution, membership and terms of reference of any committee it decides to establish and review them annually.
- The quorum for any meeting of a committee shall be determined by that committee, but in any event shall be not less than three governors who are members of the committee.
- A chair shall be appointed annually to each committee by the Governing Body or elected by the committee, as determined by the Governing Body.
- The Governing Body may remove the chair to any committee from office at any time.
- In furtherance of the regulations it is agreed that the establishment, terms of reference, constitution and membership of any committee of the Governing Body shall be reviewed at least once in every twelve months, normally at the first full meeting held in the Autumn Term.
- Membership will consist of not less than five governors of the school and shall always include the Head teacher or the Chair of Governors. The Deputy Head teachers and such other people as may be deemed appropriate, will be invited as associate members. Governors may determine that some or all of the members of a committee who are not Governors shall be entitled to vote in any proceedings of the Committee. (A vote can only be taken if governors are in the majority).

- The Committee will appoint a clerk. This will normally be the Clerk to the Governors.

3. Aim and Remit of the Resources Committee

The committee shall have the power granted it by the full Governing board to act on behalf of the full Governing board and to make decisions on behalf of the full Governing board in order to monitor and evaluate the effective and efficient utilization of financial and physical resources and services that underpin achievement of standards. The full Governing board require only that it be fully advised of such decisions made on its behalf. Specifically the Resources Committee will:

- advise the full Governing board on financial strategy and policy within the resources available and suggest other strategies to generate income
- advise the full Governing board on the application of the budget share and other grants made to the school in accordance with the EFA's (Education Funding Agency) scheme for the financing of schools, any other regulations that apply to the receipt of specific grant, together with any subsequent legislation, regulation and administrative arrangements
- receive, consider and through the clerk to the governors present to the full Governing board annual estimates of the school's budgets and annual out-term budget
- To set the budget for a new financial year in accordance with the delegated authority given by the full Governing board.
- receive regular reports on budget performance and details of variances
- generally review the provision of resources and services to the school and, in particular to undertake the setting up of contracts for a variety of services as determined by the full Governing board and to consider where appropriate the substitution of either in-house services or external suppliers and advise the full Governing board accordingly. In reviewing resources the Committee will be mindful of the principles of Best Value and all services and contracts will be let following relevant procurement routes
- ensure that the Governing Body is fulfilling its statutory obligations under the Health & Safety at Work legislation. To review Health and Safety provision and to make recommendations to the Governing Body
- review the security aspects of the school buildings and site and make such provision to improve or maintain the security of the site and buildings
- keep under constant review the maintenance and general condition and state of repair of the site and school buildings. This should also include building usage, building development, general fabric, decoration, grounds

maintenance and signage and include all sites within the schools possession. The committee will take whatever action is necessary to keep these in a good state of repair within the budgetary limitations already set

- keep under constant review the general cleaning of school buildings and site and monitor the standard of cleaning and take what action is appropriate
- advise the Governing Body on the adequacy of insurance cover
- consider from time to time, what physical improvements to the learning environment of the students of the school may be necessary to enhance performance, aid efficiency or improve morale
- consider from time to time, what physical improvements to the working conditions of all members of staff may be necessary in the interests of staff welfare to enhance performance, aid efficiency or improve morale
- consider on suitable advice, what capital bids may be necessary or advisable in order to maintain or improve the site or buildings
- consider and make recommendations to the full Governing board on any proposals for the acquisition or disposal of buildings and sites
- oversee the distribution of the school fund
- ensure that all procedures relating to the recruitment, selection and appointment of all staff in school meet statutory safeguarding requirements
- receive reports on staff absence on behalf of the Governing Body
- ensure that the staff planner is kept under review and is accessible by all school staff
- review the individual salary range of the school annually
- establish disciplinary and capability procedures if the LA's policy is not adopted
- formulate and review the school's staffing structure annually
- review and develop staffing policies, e.g. procedures for selection and appointment of staff, professional development, equal opportunities policies. Agree membership and procedures for staff appointments' panels
- monitor the school's procedures for staff development
- monitor the school's support for NQTs

- review the school's Teacher Appraisal Policy and Performance Management Policy for Support Staff in Schools annually and make appropriate recommendations to the Governing Body. Ensure statutory requirements are met
- determine and ensure the aims of the whole school Pay Policy are met
- review the whole school Pay Policy annually to take account of local and national developments and make appropriate recommendations to the Governing Body
- review Personnel related policies

4. Proceedings of the Committee

- The clerk will circulate an agenda any other papers not less than 7 days before the date of the meeting
- The committee will be quorate if the Head teacher or Chair of Committee, plus two other governor members, are present. The number of governors present must always be greater than any non-voting members of the committee
- The Chair of the committee will be selected from amongst the governor members, by the full board of governors, at their first full meeting of the academic year. Where the Chair is absent the governor members of the committee will select from among themselves a governor to act as chair for the meeting.
- The Committee will keep minutes of its proceedings, which will be taken by the clerk to the committee and retained.
- Where a governor has any pecuniary interest, direct or indirect, in any contract or proposed contract or other matter and is present must declare this interest as soon as possible and withdraw from the meeting during consideration of the matter.
- The committee may agree the acceptance of tenders or estimates and the commencement of works where budget approval has already been given by the Governing Body.
- **In exceptional circumstances**, the committee may approve new expenditure of up to £50,000 (outside the budget plan) without the prior approval of the Governing Body. The full Governing Body must approve any commitment above this figure.

Pay Committee – To be reviewed 5th November 2018

The frequency that this Committee meets is annually.

The quorum (minimum number required for a meeting to be valid) of this Committee is 3 governors.

The Headteacher will attend in an advisory capacity and will withdraw when his/her salary is under consideration.

The terms of reference for this committee will be determined from time to time by the Governing Body. These are:

- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions;
- To oversee the annual pay review for each member of staff based on the criteria set out in the Pay Policy;
- On the basis of recommendations from the Headteacher, make the determination about all applications to the upper pay range
- To establish a Headteacher's performance management committee and to ratify decisions;
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Governing Body;
- To recommend to the Governing Body the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews;
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Governing Body, as appropriate and at least annually;
- To quality assure and moderate the processes for pay progression
- To review annually trends in pay progression, including an analysis of progression across specific groups of staff

- If appropriate, to work with the School's Link Advisor.
- In the case of new appointments to the staff, decisions on starting salary will be delegated to the Headteacher.
- In the case of a new Headteacher appointment, the full Governing Body will determine the salary range however the determination of the starting salary will be made by the Selection Panel under their delegated powers.

Head Teacher's Performance Management Committee – To be Reviewed 5th November 2018

The frequency that this Committee meets is annually.

The quorum (minimum number required for a meeting to be valid) of this Committee is 3 governors.

The terms of reference for this committee will be determined from time to time by the Governing Body. These are:

- Seek advice from the appointed external adviser when setting objectives and reviewing the performance of the Headteacher.
- Meet with the Headteacher and adviser at the start of the performance review cycle to plan and prepare for the performance review, and set and record Headteacher objectives relating to school leadership and management and pupil progress.
- Agree arrangements for monitoring the progress of the performance objectives during the year.
- Meet with the Headteacher and adviser at the end of the review cycle to review the head's performance and identify achievements, including assessment of achievement against objectives, and to discuss and identify professional development needs/activities.
- Write a performance review statement and give a copy to the Headteacher within 10 days of the review meeting, and allow 10 days for the Headteacher to add written comments.
- Provide the Headteacher and Chair of the Governing Body with a copy of the Headteacher's performance review statement.

On request, provide a copy of the Headteacher's statement to those Governors who are responsible for taking decisions in relation to promotion and pay, who should take account of this when making such decisions.

Appendix 3

Sample Criteria for Recruitment & Retention Incentive & Benefits for Teachers

Philosophy

We believe in the importance of having a school, which is a safe, secure and attractive place to work and where the staff feel valued, empowered and supported.

We believe that retaining, developing and motivating the school's workforce is a key to providing the best education for our pupils.

We believe in a consistent and equitable approach to the appointment of all staff.

The purpose of the allowance is for recruitment and retention, not for carrying out specific responsibilities or to supplement pay in other ways

Principles

Recruitment

We aim to:

- Appoint sufficient staff that have the most appropriate blend of qualifications, experience, knowledge, skills and abilities to meet the demands of the post and the needs of the school.
- Ensure that all relevant equal opportunities legislation is adhered to and that appointees are not discriminated against on the grounds of race, gender, religion, age, disability, marital status, sexual orientation etc.
- Ensure the most cost effective use is made of resources in the recruitment and selection process.
- Newly Qualified Teachers and those on GTP programme will be welcomed if their experience / qualifications match the vacant post.
- Apply any recruitment incentive in line with the STPCD.

Retention

We aim to:

- Abide by the National Workforce Agreement.
- Provide induction and mentors for all staff.
- Provide a Performance Management and Professional Development Programme for all staff.
- Provide an annual pay review and consider use of recruitment and retention allowances.
- Provide advice on national and local initiatives e.g. supported housing (where applicable).
- Apply any retention benefits in line with the STPCD.
- Provide clear job descriptions stating roles and responsibilities.
- Conduct exit interviews to evaluate our procedures.

Recruitment and Retention

The Governing Body will not ordinarily award any incentives for Recruitment and Retention to any member of staff in the school. **The Governing Body reserves the right, however, to pay recruitment and retention awards in exceptional circumstances** where a post is hard to fill and where to leave it vacant would not be in the best interest of the school.

The above will be kept under review and any changes will be agreed by the Governing Body.

Appendix 4

Teacher Pay Progression based on Performance

Basis for judging performance

In this school judgements of performance will be made against:

- Objectives
- Teacher Standards
- Impact of teaching over time

The rate of progression will be differentiated according to an individual teacher's performance. Teachers on the main pay range with an overall assessment of Level 1 will receive two increments* and teachers on the main pay range with an overall assessment of Level 2 will receive one increment*. Teachers on the upper pay range will receive one increment if the overall assessment in the preceding two years is Level 1.

For exceptional overall performance the Headteacher may consider awarding more than two increments*.

(*Increments are in the context of the pay scales used in appendix 5 of this policy which are based on reference points)

The decision about whether a teacher progresses will be based solely on whether the stated criteria are met; there will be no 'quota' imposed for financial or other reasons.

Objectives will be graded on the basis of exceeded, met, partially met and not met.

When assessing objectives, the reviewer will use their professional judgement taking account of circumstances and the aspirational nature of the objectives.

Teacher Standards will be graded on the basis of exceeded, met, partially met and not met. All eight teacher standards will be individually graded and score allocated to the grades with 3 points for exceeded, 2 points for met, 1 point for partially met and 0 points for not met. A total score for the teacher standards will be reached, with the maximum score being 24.

Impact of teaching over time will be informed by a range of activities which may include:

- Classroom observation
- Book scrutiny
- Pupil progress

The evaluation will be on the following basis:

- Level 1** – Highly effective teaching leading to pupil outcomes above expectations
- Level 2** – Effective teaching leading to pupil progress in line with expectations
- Level 3** - Weaknesses in teaching are limiting pupil progress
- Level 4** – Ineffective teaching leading to poor pupil progress

Overall assessment

An overall assessment of performance will be made. All the criteria listed in each category must be met in order to achieve the overall grade.

- | | |
|----------------|---|
| Level 1 | <ul style="list-style-type: none"> 2/3 of objectives exceeded A score of 20+ on teacher standards (but with no individual standard being graded as 0) Impact of teaching over time level 1 |
| Level 2 | <ul style="list-style-type: none"> All objectives are met A score of 16+ on teacher standards (but with no individual standard being graded as 0) Impact of teaching over time level 2+ |
| Level 3 | <ul style="list-style-type: none"> At least one objective met and the others partially met A score of 8+ on teacher standards Impact of teaching over time level 3+ |
| Level 4 | <ul style="list-style-type: none"> Where the teacher has not met the above criteria |

Unqualified Teachers

The same principles will apply to unqualified teachers however different overall scores on **Teacher Standards** will apply as follows:

- Level 1: 16+
- Level 2: 12+
- Level 3: 8+
- Level 4: Less than 8

Newly Qualified Teachers

NQTs should receive incremental progression in line with the principles stated in this appendix. NQTs receive regular feedback during their induction year, and schools should determine how best to use this information. A guidance note, ‘Pay Progression: NQTs’ has been produced and schools may wish to refer to this document as a basis for making the pay assessment.

Appendix 5

Croydon Pay Scales

This appendix to the model pay policy for Croydon schools uses pay scales based on the Outer London Area pay ranges.

It can be used by academies, but it should be noted that references to statutory terms and conditions do not apply to them, although they may choose to continue to model their pay arrangements on the School Teachers' Pay and Conditions Document.

Schools that choose not to adopt these pay scales must ensure that the minimum and maximum of their pay scales are those shown in STPCD for both the leadership group and for the pay ranges for teachers.

The statutory ranges for allowances have been included in this appendix for ease of reference.

Leadership Pay

Explanatory note:

The 2018 STPCD awarded a 1.5% uplift to the leadership pay ranges (including Headteacher groups).

Except for teachers and leaders on the minima of their respective ranges or group ranges, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.

The table below shows a 1.5% uplift to all reference points.

The points with an asterisk and point 43 are the maximum salaries for the eight head teacher group ranges

PAY SCALE **FOR LEADERSHIP GROUP - Sept 2018**

Leadership Group Pay Reference Points	2017 £	Uprated 2018 £
L1	42,498	43,136
L2	43,486	44,139
L3	44,490	45,158
L4	45,525	46,208
L5	46,582	47,281
L6	47,667	48,383
L7	48,870	49,604

L8	49,924	50,673
L9	51,090	51,857
L10	52,325	53,110
L11	53,597	54,401
L12	54,766	55,588
L13	56,059	56,900
L14	57,370	58,231
L15	58,720	59,601
L16	60,202	61,106
L17	61,515	62,438
L18*	62,361	63,297
L18	62,985	63,930
L19	64,469	65,437
L20	65,988	66,978
L21*	66,876	67,880
L21	67,545	68,559
L22	69,139	70,177
L23	70,774	71,836
L24*	71,736	72,813
L24	72,454	73,541
L25	74,177	75,290
L26	75,934	77,074
L27*	76,968	78,123
L27	77,738	78,905
L28	79,591	80,785
L29	81,481	82,704
L30	83,432	84,684
L31*	84,576	85,845
L31	85,422	86,704
L32	87,461	88,773
L33	89,562	90,906
L34	91,697	93,073
L35*	92,967	94,362
L35	93,897	95,306

L36	96,141	97,584
L37	98,459	99,936
L38	100,817	102,330
L39*	102,173	103,706
L39	103,195	104,743
L40	105,697	107,283
L41	108,259	109,883
L42	110,887	112,551
L43	112,460	114,147

PAY SCALE
FOR TEACHERS – Sept 2018

Explanatory note:

From 1 September 2018, it is a requirement of the STPCD to uplift the statutory minimum and maximum of the Unqualified and Main Pay Ranges by 3.5%.

Except for teachers on the minima of their respective pay ranges, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.

The tables below show a 3.5% uplift to all reference points.

Unqualified Teacher Pay Scale

Unqualified Teacher Pay Reference Points	2017 £	Uprated 2018 £
1	19,749	20,441
2	21,684	22,443
3	23,618	24,445
4	25,555	26,450
5	27,487	28,450
6	29,422	30,452

Main Pay Scale (with 3.5% increase on all reference points)

Main Pay Reference Points	2017 £	Uprated 2018 £
M1	26,662	27,596
M2	28,315	29,307
M3	30,067	31,120
M4	31,929	33,047
M5	34,637	35,850
M6	37,645	38,963

Upper Pay

From 1 September 2018, it is a requirement of the STPCD to uplift the statutory minimum and maximum of the main pay ranges for Upper Pay Range by 2%.

Except for teachers on the minimum of the Upper Pay Range, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.

The table below shows a 2% uplift to all reference points.

Upper Pay Scale	2017 £	Uprated 2018 £
U1	39,519	40,310
U2	40,981	41,801
U3	42,498	43,348

Allowances

Allowance	2017	Uprated 2018
TLR1	Minimum £7,699 Maximum £13,027	Minimum £7,853 Maximum £13,288
TLR2	Minimum £2,667 Maximum £6,515	Minimum £2,721 Maximum £6,646
TLR3	Minimum £529 Maximum £2,630	Minimum £540 Maximum £2,683
SEN	Minimum £2,106 Maximum £4,158	Minimum £2,149 Maximum £4,242