



DOVE HOUSE SCHOOL ACADEMY TRUST

PAY POLICY

Policy issued November 2016
Approved by Tom Pegler, Headteacher, Annie Benton, Chair of Governors at Pay Committee on 24/11/2016
SignedAnnie Benton & Tom Pegler.....
Ratified by Governing Body 24 th November 2016
Next Review to be November 2018

1. General commitment

The Governing Body will seek to ensure that staff are rewarded in an open and transparent way for the level of responsibility they carry and the individual contributions they make to the work of the school subject only to the constraints of relevant national documents, local pay structures and budgetary provision.

The aim of this pay policy is to enable the school to recruit and retain sufficient staff of suitable quality and number and thereby secure its school improvement objectives, as detailed in the School's Strategic Plan

This policy operates in conjunction with the school's performance management policy.

This pay policy will be reviewed annually by the Governing Body in consultation with staff.

2. Basic principles and Governance

2.1 Terms and Conditions

The employment of teachers at Dove House School is based on the provisions of the School Teachers' Pay and Conditions Document 2013, as amended where highlighted by this policy. A copy can be found in the school office .

The School Teachers' Pay and Conditions Document which is mandatory for the maintained school sector provides a national framework with options for local discretion. This document does not statutorily apply to Dove House School as an academy school, but the school has opted to adopt the document, using local discretions to determine the structure of the pay framework, pay progression arrangements and the use of allowances, in the same way as maintained schools. The Governing Body of Dove House School made a determination to defer implementation of the School Teachers' Pay and Conditions Document 2013 until 1 September 2014, bringing in new pay arrangement from September 2014, with associated pay progression decisions taking effect from 1 September 2015.

The Governing Body do have powers to operate provisions outside of the School Teachers' Pay and Conditions Document 2013 and will do so where this supports the school to achieve it's school improvement priorities. Where the school is operating outside of the School Teachers' Pay and Conditions Document 2013, this is stated.

Support staff at Dove House School are paid in accordance with a pay framework based on the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the 'Green Book') and the 'Employment in Hampshire County Council 2007' ('EHCC2007') collective agreement which transferred when the school became an academy.

Support staff pay continues to be set in accordance with this pay framework and pay progression continues to be determined through use of Individual Performance Planning (IPP), save for one specific adjustment; support staff pay progression takes effect from 1 September each year. Support staff pay awards continue to apply from April each year.

All pay-related decisions are made taking full account of the school improvement plan and staff, together with their school union representatives, have been consulted as appropriate on the principles contained in this policy. Such decisions are also taken within the framework of current employment legislation, particularly those focussed on equalities.

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

2.2 Pay reviews

The Governing Body will review every teacher's salary with effect from 1 September and no later than 31 October every year and give them a formal statement saying what their salary is and how it has been arrived at, and showing any other financial

benefits to which they are entitled. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that affect the structure of the teacher's pay. Any pay progression decisions will be based on performance of the teacher.

Likewise, the Governing Body will review the salary of all support staff as a result of the performance of the member of staff.

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

2.3 The Pay Committee

School decisions on pay will be taken by the Pay and Staffing Committee. The Committee consists of a minimum of three governors (including the Headteacher), elected annually and is responsible for:

- taking decisions on the Headteacher's pay;
 - considering Headteacher or line manager recommendations for the pay of other staff, including ensuring the performance management policy has been consistently and robustly applied;
 - deciding the school's approach towards the exercising of pay discretions;
 - keeping the school's pay policy up-to-date and under review; and
 - communicating pay decisions to each member of staff in the school
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- ensuring that pay decisions of each member of staff in the school are communicated to them in writing

The Headteacher will make all pay recommendations to the Pay Committee. The Headteacher will have a right to provide professional advice in relation to the recommendations made. The Headteacher will withdraw during consideration of his/her pay. It may also be appropriate for him/her to withdraw whilst the pay of the Deputy or Assistant Headteacher is discussed if, for example, a pecuniary interest arises from consideration of differentials.

Staff Governors are not members of the Pay Committee as they would need to withdraw from the committee during consideration of pay decisions.

The full Governing Body retains responsibility for endorsing any proposed changes to the school's pay policy. Any proposed changes should be discussed with and communicated to the staff in writing by the Headteacher, to allow for consultation prior to a decision being taken by the Governing Body.

2.4 Complaints/appeals

Where a member of staff is dissatisfied with a decision of the Governors' Pay Committee, this should be taken up informally with the Headteacher (or the Chair of the Headteacher's Performance Management Committee if it is the Headteacher who is dissatisfied about their own pay progression) and, if unresolved, then pursued via the Governing Body's Appeals Committee. The grounds for any appeal and process for pursuing it are described in Section 7 at the end of this policy document.

2.5 Confidentiality

The elements of the school's pay policy will be shared and discussed openly with the school's staff. Individual pay decisions will be handled confidentially between the Pay Committee, Headteacher and the staff concerned. Where pay information is requested by the wider governing body or Ofsted, it will be anonymised.

3. Basic Salary

3.1 Part-time teachers

Teachers employed on an ongoing basis at the school but who work less than a full working day or week are deemed to be part-time. The Governing Body will give them a written statement detailing their working time obligations and their pay will be determined by the provisions of the School Teachers' Pay and Conditions Document. The Document requires schools to calculate their part-time teachers' pay fractions with reference to the 'school timetabled teaching week' (STTW).

In this school the total weekly STTW is 25.83 hours. A detailed breakdown is attached as an appendix to this pay policy.

The definition of STTW within Dove House includes the school's session hours timetabled for teaching, including tutor time, PPA time and non-contact time. The STTW excludes break times and assemblies, although these remain part of directed time hours.

The resulting pay fraction will be used to calculate the salary of all part-time teachers in the school, as well as the proportion of directed time they should work. The calculation of PPA time is unaffected. Entitlement to PPA time is pro-rata to full-time teachers.

The school will consult on any changes to the STTW. If a part-time teacher suffers a financial loss as a result of these changes however, there is no entitlement to salary safeguarding/protection.

Part-time teachers who are employed on specific days of the week will not be required to work at the school on a day on which they are not normally employed.

3.2 Short notice/supply teachers

Teachers who work on a day-to-day or other short notice basis have their pay determined in the same way as other teachers. Teachers who work less than a full day will be paid in proportion to the length of the school day.

3.3 Salary Safeguarding/Salary Protection

There are provisions set down in the School Teachers' Pay and Conditions document that provide salary safeguarding in some situations where a teacher's salary is reduced as a result of a restructure or redeployment. There are also salary protection arrangements that may apply to support staff, depending on the nature of the restructure/redeployment. If this school determines a need to restructure, such a decision will be subject to consultation and the school will confirm the salary protection arrangements that shall apply in specific situations during that consultation period.

3.4 Pay Ranges

3.4.1 Leadership spine

The Governing Body will set salary ranges for staff on the leadership spine having regard to the School Teachers' Pay and Conditions Document. Progression through these ranges will be dependent on the factors described in section 5 of this policy.

For the Headteacher position, Dove House School will have regard to the group size of the school but may exercise discretion to go outside of the group size to attract and retain the Headteacher. The current Headteacher range for the school is L20 to L26.

For Deputy Headteachers, Dove House School will retain the differentials prescribed in the School Teachers' Pay and Conditions Document as follows:

- a. the maximum point of the Deputy Headteacher's range is at least one point less than the minimum of the Headteacher's ISR;
- b. the minimum point of the Deputy Headteacher's range is above that of the highest paid class teacher (as defined in the School Teachers' Pay and Conditions Document);
- c. Assistant Headteachers are paid more than the highest paid class teacher but have a salary range the maximum of which is at least one point lower than the top of the range of the deputy.

The current Deputy Headteacher ranges for the school are:

Senior Deputy Headteacher L15 to L19

Deputy Headteacher L13 to L17

The current Assistant Headteacher ranges for the school are:

L8 to L12

3.4.2 Leading Practitioner

The School structure does not currently contain any Leading Practitioner posts. The Governing Body will regularly review whether the inclusion of a Leading Practitioner post is required to realise the school's aims for improvement. Should a post be created, the pay policy will be amended to reflect the pay range to be used.

3.4.3 Upper Pay Range

The Governing Body have determined that in this school, the upper pay range will consist of 5 points. Table 1 provides the salaries at each point.

UPR 1	£35,571
UPR 2	£36,223
UPR 3	£36,886
UPR 4	£37,562
UPR 5	£38,250

Table 1: Salaries paid at each point of the Upper Pay Range.

Progression along this range is dependent on performance, as defined in section 5.4 and 5.8 of this policy. Any salary determinations made are only permanent whilst the teacher remains employed at this school.

(a) teachers paid on the upper pay spine (UPS) on or before 1 September 2012

Within the 2013 School Teachers' Pay and Conditions Document, a qualified teacher who crossed the threshold on or before 1 September 2012 in a maintained school in England or Wales is deemed to be a "Post –threshold teacher". Dove House School have applied this provision.

The 2013 provisions required that a Governing Body pay them on the Upper Pay Range if they have been employed in their school at any time as a Post-threshold Teacher. Therefore, the Governing Body of Dove House School will automatically pay teachers on the Upper Pay Range where they have been employed by Dove House School as UPS teacher.

Where Post-threshold teachers have not previously been employed in Dove House School as a post-threshold teacher, consideration will be given as to whether the teacher may be employed on the Upper Pay Range upon appointment. If not

appointed on the Upper Pay Range, the individual may apply to be assessed against Dove House School's criteria for progression onto the Upper Pay Range.

The entitlement to be paid on the Upper Pay Range for these post-threshold teachers is valid only for salary within this school.

(b) Teachers paid on the Upper Pay Spine (UPS) with effect from 1 September 2013

Dove House School continued to operate the 2012 School Teachers' Pay and Conditions Document during 2013-2014 and therefore continued to assess staff for progression onto the Upper Pay Spine. Dove House School will therefore also automatically pay such teachers appointed or progressed onto the Upper Pay Spine during 2013-2014, on the Upper Pay Range.

The entitlement to be paid on the Upper Pay Range for these post-threshold teachers is valid only for salary within this school.

(c) Main Scale Teachers

Any main pay range 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. However the line manager, through discussions with the teacher will identify whether, at the next performance management review, the teacher is likely to want to apply and if so, must set objectives that will allow the teacher to provide evidence against the criteria defined below;

A qualified teacher will be successful where the Governing Body is satisfied that:

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

For the purposes of this pay policy;

- i. "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
- ii. "substantial" means playing a critical role in the life of the school and making a clear, distinctive contribution to the raising of pupil standards. The teacher takes advantage of appropriate opportunities for professional development and uses the outcomes effectively as evidenced by an improvement in pupils' learning
- iii. "sustained" means continuously maintained over a period of 2 school years

(d) Upper Pay Range Application process

In accordance with paragraph (c), any main pay range qualified teacher who wishes to be assessed for progression to the upper pay range in this school must complete an application form and submit this no later than 31 October in the year in which they wish to progress. If the teacher is successful, the teacher will be moved to the bottom of the upper pay range, backdated to 1 September of that same year. Full details of the application process and the application form can be found on the Teacher Resources section of the network.

3.4.4 Qualified Classroom Teacher

The Governing Body has determined that in this school, the Main Pay Range will consist of 11 points, with a 12th point accessible for those that:

- a) are at the top of the Main Pay Range or who would progress to the top of the main pay range through performance management and
- b) are rated as “exceptional performance” in accordance with paragraph 5.5 and 5.8 of this policy and
- c) are not progressing to be paid on the Upper Pay Range

Table 2 below provides the salaries at each point.

MPR 1	£22,467
MPR 2	£23,335
MPR 3	£24,237
MPR 4	£25,175
MPR 5	£26,148
MPR 6	£27,160
MPR 7	£28,211
MPR 8	£29,303
MPR 9	£30,436
MPR 10	£31,611
MPR 11	£32,835
MPR12	£33,160

Table 2: Salaries paid at each point of the Main Pay Range

NB As stated in 3.4.3 (c), any qualified teacher can apply to be assessed against the Upper Pay Range criteria; the availability of the 12th point on the Main Pay Range should not prevent a teacher from progressing to the Upper Pay Range where they meet the criteria defined in section 3.4.3 (c) .

Progression along this range is dependent upon performance as defined in section 5.5 and 5.8 of this policy. Any salary determinations made are only permanent while the teacher remains employed in this school.

3.4.5 Unqualified Teacher

The Governing Body will decide, on a case-by-case basis, whether to pay an unqualified teacher on one of the employment based routes into teaching.

The Governing Body have determined that in this school, the Unqualified Teacher pay range will consist of 11 points. Table 3 provides the salaries at each point.

UQ 1	£16,461
UQ 2	£17,235
UQ 3	£18,043
UQ 4	£18,890
UQ 5	£19,774
UQ 6	£20,701
UQ 7	£21,672
UQ 8	£22,690
UQ 9	£23,754
UQ 10	£24,868
UQ 11	£26,034

Table 3: Salaries paid at each point of the Unqualified Teacher Range
Progression along this range is dependent upon performance as defined in section 5.7 and 5.8 of this policy. Any salary determinations made are only permanent while the teacher remains employed in this school.

3.4.6 Support Staff

Support staff are paid in accordance with the following grading framework.

Support Staff grades and salaries as at **1st April 2016** NB. Dove House will apply the pay award determined nationally for NJC staff.

Step	A	B	C	D	E	F	G	H	I	J	K
5			17,758	22,116	27,397	35,078	43,320	50,498	59,461	74,793	86,585
4			17,264	21,471	26,600	34,057	42,059	49,028	57,728	72,614	84,064
3	14,804	15,774	16,772	20,846	25,825	33,066	40,835	47,601	56,046	70,499	81,616
2	14,665	15,450	16,339	20,240	25,073	32,103	39,645	46,214	54,413	68,445	79,238
1	14,515	15,315	15,909	19,650	24,343	31,167	38,490	44,868	52,828	66,451	76,929

Support Staff grades and salaries as at **1st April 2017**

Step	A	B	C	D	E	F	G	H	I	J	K
5			17,955	22,337	27,672	35,430	43,753	51,003	60,056	75,541	87,452
4			17,508	21,686	26,867	34,399	42,481	49,519	58,305	73,340	84,906
3	15,267	16,074	17,072	21,055	26,083	33,398	41,244	48,078	56,606	71,205	82,433
2	15,157	15,766	16,639	20,443	25,325	32,424	40,041	46,676	54,957	69,129	80,030
1	15,015	15,669	16,209	19,846	24,587	31,479	38,876	45,318	53,357	67,116	77,698

The Governing Body have identified a senior support staff role within the Leadership Team – Business & Finance Director. This role has been subject to a job evaluation through a role profile in the above pay framework. This grade has then been assimilated to the leadership pay scale to provide an individual pay range to ensure comparability and consistency across teacher and support staff members of the leadership group.

4. Pay on appointment including promotional posts

For all appointments, the Governing Body will determine, within the ranges set, an appropriate salary for the person offered the position. In setting the actual salary or pay point, the Governing Body may take account of the factors listed below. This list is not exhaustive and may not apply to all appointments;

- (a) The nature of the post
- (b) The level of skills, qualifications and experience required
- (c) Market conditions
- (d) The wider school context
- (e) Their existing salary
- (f) The stage of their performance review cycle

4.1 Headteacher

The Governing Body will determine and advertise the 7 point Individual School Range (ISR) for the post of Headteacher, should a vacancy arise, in accordance with paragraph 3.4.1. The governors will determine the point on the pay range to offer the prospective candidate.

4.2 Deputy Headteacher

The Governing Body will determine and advertise the 5 point pay range for the post of Deputy Headteacher should a post arise, in accordance with paragraph 3.4.1. The governors will determine the point on the pay range to offer the prospective candidate.

4.3 Assistant Headteacher

The Governing Body will determine and advertise the 5 point pay range for the post of Assistant Headteacher should a post arise, in accordance with paragraph 3.4.1. The governors will determine the point on the pay range to offer the prospective candidate.

4.4 Leading Practitioner

Should the Governing Body create such a role, the salary range for this role will be confirmed in paragraph 3.4.2 and the prospective candidate will be offered a point on the range, in reference to the bullet points a-f above.

4.5 Appointments to the Upper Pay Range

The Governing Body will advertise the level of salary appropriate for the role being offered during the advertisement process and an appropriate level of salary will be determined when the post is being offered.

The circumstances in which payment on the Upper Pay Range will or may be considered are below:

If the teacher was previously employed as a post-threshold teacher by Dove House School, the Governing Body will pay the individual as an upper pay range teacher.

If the teacher was previously employed as a post-threshold or upper pay range teacher in another school, then Dove House School will consider whether the individual should be offered employment on the Upper Pay Range.

If the teacher was employed as a member of the leadership group in Dove House School on or after 1 September 2000 for an aggregate period of one year or more, then Dove House School will pay the individual as an Upper Pay Range teacher.

If the teacher has been previously employed as a Leading Practitioner in any school, then Dove House School will consider whether the individual should be offered employment on the Upper Pay Range.

If the teacher meets none of the above criteria and/or the school determines to appoint the teacher on the main pay range, then the teacher must apply to access the Upper Pay Range in Dove House School in line with paragraph 3.4.3. Appointments to the Upper Pay Range will not normally be considered if the advertisement did not state that this level of salary was available.

4.5 Qualified Classroom Teachers

The Governing Body will advertise the level of salary appropriate for the role being offering during the advertisement process and an appropriate level of salary will be determined when the job is offered. There is no assumption that a teacher will be paid at the same rate they were being paid in a previous school.,

Where the advertisement states that the position was for a main pay range classroom teacher, appointments to the Upper Pay Range will not normally be considered unless the criteria listed in section 3.4.3 are met.

4.6 Appointments to the Unqualified Teacher Range

Unqualified teachers will be appointed to the unqualified teacher pay range detailed in section 3.4.5. In determining which point to offer the Governing Body will take

into account bullet points a-f above. There is no assumption that a teacher will be paid at the same rate they were being paid in a previous school.

4.7 Support Staff

New employees (i.e. those who have not previously worked within Dove House School) will normally be appointed to the first step of the salary range. Where the candidate's current employment package would make the first step of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings), a higher salary may be considered by the Governing Body. This will be within the salary range of the evaluated grade for the role or individual range as described in section 3.4.6, providing the candidate has a level of skill and experience consistent with that of other employees in a similar position on the salary range

In considering what salary may need to be offered, the Governing Body should have regard to the overall value of the package offered by the school, compared with that which the applicant is receiving from their current employer, for example:

- the pension scheme on offer from Dove House School compared with the scheme from a current employer;
- availability of benefits such as the salary sacrifice scheme for childcare vouchers and travel discount/loan scheme.

New employees who join the school between April and July will receive no step progression in September of that year. Performance will be assessed for progression in September of the following year.

5. Pay progression

The Governing Body will recognise good and outstanding performance of all its staff by ensuring that they are appropriately rewarded through their salary. The Governing Body expects the majority of its staff to be meeting the expectations for their role and they will therefore be rewarded with pay progression (where this is room on their range or grade) as defined in this section. The Governing Body expects that where a teacher is not meeting the expectations of their role, appropriate support and assistance will be provided and that the individual is aware of the potential consequence for their pay progression.

Pay decisions are made via recommendation from the Headteacher to the Governing Body Pay Committee. Any member of staff has the right to appeal the pay decision of the Governing Body's Pay Committee. Details of the appeal process are contained in section 7.

In the context of this section, performance has a broad interpretation and will include conduct as well as capability matters. Any teacher who is subject to formal procedures such as discipline, may, where a breach of teachers' standards is

substantiated, be deemed to not meet the required standard in terms of performance.

The Governing Body recognises that funding cannot be used as a criterion to determine upper pay range progression, or progression for staff on the leadership spine and the budgeting process will allow for the potential for pay progression for all staff where there is room on their range or grade. The Governing Body will ensure consistency in the determination of performance pay decisions across all groups of staff in the school.

Any member of staff has the right to appeal the pay decision of the Governing Body. Details of the appeal process are contained in section 7.

5.1 Headteacher

The Governing Body, having regard to the recommendation of the Pay and Staffing Committee, will consider movement by one point where it is satisfied that the Headteacher has demonstrated as part of a review;

- sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school, and
- substantial progress towards achievement of performance management objectives, and
- that they are meeting the Headteacher standards

The Governing Body may consider movement by two points where the Headteacher has, in the year under review, made an outstanding contribution to the school.

In any event there will be no progression beyond the top of the Headteacher's ISR

5.2 Deputy Headteachers

The Governing Body, having regard to the recommendation of the Headteacher will consider movement by one point where it is satisfied that the Deputy Headteacher(s) have demonstrated as part of a review;

- sustained high quality of performance, with a strong contribution to school leadership, management and pupil progress, and
- substantial progress towards achievement of performance management objectives, and
- that they are meeting the Teachers' standards

The Governing Body may consider movement by two points where the postholder has, in the year under review, made an outstanding contribution to the school.

In any event there will be no progression beyond the top of their pay range.

5.3 Assistant Headteachers

The Governing Body, having regard to the recommendation of the Headteacher will consider movement by one point where it is satisfied that the Assistant Headteacher(s) have demonstrated as part of a review;

- sustained high quality of performance, with a strong contribution to school leadership, management and pupil progress, and
- substantial progress towards achievement of performance management objectives, and
- that they are meeting the Teachers' standards

The Governing Body may consider movement by two points where the postholder has, in the year under review, made an outstanding contribution to the school.

In any event there will be no progression beyond the top of their pay range.

5.4 Leading Practitioner

Should the Governing Body create such a post it will have regard to the recommendation of the Headteacher and will consider movement by one point where it is satisfied that the Leading Practitioner has demonstrated as part of a review;

- sustained high quality of performance, with a strong contribution to school leadership, improving quality of teaching and pupil progress, and
- substantial progress towards achievement of performance management objectives, and
- that they are meeting the Teacher standards
- The performance management ratings and outcomes for pay as specified in paragraph 5.8 apply to Leading Practitioners. In any event there will be no progression beyond the top of the Leading Practitioner's range.

5.4 Progression on the Upper Pay Range

The Governing Body must consider annually whether or not to increase the salary of teachers who have completed a year of employment since the previous annual pay determination (a year being defined as 26 weeks service, which does not have to be continuous).

Any qualified teacher paid on the Upper Pay Range will need to demonstrate, as per other classroom teachers, that they have met the expected level of performance, before pay progression is awarded.

Performance will be assessed annually, however pay progression will normally only be considered every two years in order for the teacher to demonstrate a sustained contribution. In order for pay progression to occur, the teacher must demonstrate that:

- they are highly competent in all elements of the relevant standards;
- their achievements and contribution to the school are substantial and sustained and

- that they have made substantial progress towards the achievement of their performance management objectives
- They have been awarded an exceptional performance rating for the last 2 years

The definitions of highly competent, substantial and sustained are provided in section 3.4.3.

Salary determinations in relation to performance in the previous academic year will be made by way of the performance management ratings and outcomes for pay as specified in paragraph 5.8. In any event there will be no progression beyond the top of the Upper Pay Range.

Where applicable, the teacher will be notified in writing, of the outcome of the decision of the Governing Body Pay Committee within one month of the decision.

5.5 Qualified Classroom Teachers: Main Pay Range

Salary progression in relation to the previous academic year will be based directly on the performance of the teacher. Salary progression will only occur where the Governing Body is satisfied that the performance of the teacher in that year meets the required standards.

The Governing Body must consider annually whether or not to increase the salary of teachers who have completed a year of employment since the previous annual pay determination (a year being defined as 26 weeks service, which does not have to be continuous). A teacher who has not completed a year's service will still have their performance reviewed annually although this will not have an impact on salary progression.

Salary determinations in relation to performance in the previous academic year will be made by way of the performance management ratings and outcomes for pay as specified in paragraph 5.8. In any event there will be no progression beyond the top of the Main Pay Range.

The teacher will be notified of the outcome of the decision of the Governing Body Pay Committee in writing, within one month of the decision.

5.6 Newly Qualified Teachers

Evidence from the induction year will be considered in an assessment of the teacher's performance in the relevant academic year. The same performance management ratings and outcomes for pay will apply to Newly Qualified Teachers as for Qualified Classroom teachers identified in paragraph 5.8. Teachers who have completed part or all of their induction year in another school will need to ensure evidence of that induction year is brought with them.

In any event there will be no progression beyond the top of the main pay range.

The teacher will be notified of the outcome of the decision of the Governing Body Pay Committee in writing, within one month of the decision.

5.7 Unqualified Teachers

Salary progression in relation to the previous academic year will be based directly on the performance of the teacher. Salary progression will only occur where the Governing Body is satisfied that the performance of the teacher in that year meets the required standards.

The Governing Body must consider annually whether or not to increase the salary of teachers who have completed a year of employment since the previous annual pay determination (a year being defined as 26 weeks service, which does not have to be continuous). A teacher who has not completed a year's service must still have their performance reviewed although this will not have an impact on salary progression.

Salary determinations in relation to performance in the previous academic year will be made by way of the performance management ratings and outcomes for pay as specified in paragraph 5.8. In any event there will be no progression beyond the top of the Unqualified Teacher Pay Range.

The teacher will be notified of the outcome of the decision of the Governing Body Pay Committee in writing, within one month of the decision.

5.8 Performance ratings and pay outcomes for teaching staff other than leadership

As a result of the performance management process undertaken, a determination will be made on whether, during the relevant academic year, the teacher has demonstrated the expected level of performance. This review will be in accordance with the school's performance management policy. A determination about performance will directly impact pay progression as follows:

A rating of:	Will mean for pay progression:
Exceptional performance:	Three points salary progression
Achieved expectations:	Two points salary progression
Meets minimum expectations with some development required:	One point salary progression
Inadequate:	No salary progression

In this school the above ratings of performance are defined as follows;

Exceptional performance means:

- Consistently demonstrates performance significantly above expected performance for teacher of their career stage and role
- Frequently demonstrates exceptional teaching skills, knowledge and practice relative to their career stage and role
- Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school
- Demonstrates consistently outstanding quality of performance
- Even where not a requirement of their role, acts as a role model able to offer professional guidance and cascade best practice to others in many areas
- Quality of teaching is regularly outstanding

Achieved expectations means:

- Consistently demonstrates expected performance for teacher of their career stage and role
- Confidently demonstrates sound teaching skills, knowledge and practice
- Has met all performance management objectives to an appropriate and acceptable level
- Demonstrates consistent good performance
- Consistently meets the requirements of all teaching standards in a manner appropriate for their career stage and role
- May seek professional support and guidance to guide further development and in strong areas can offer guidance and cascade best practice to others
- Quality of teaching is consistently good or outstanding

Meets minimum expectations with some development required means:

- Often demonstrates expected performance for teacher of their career stage and role
- Is able to demonstrate key teaching skills and knowledge, but has some gaps in knowledge/skill or practice
- Has met some but not all of their performance management objectives or not met all to an appropriate and acceptable level
- Needs to demonstrate consistency in good performance
- Skills, knowledge and/or practice require development in some areas of the teachers' standards taking into account the career stage and role of the teacher
- May require professional support and guidance in some areas to support performance
- Quality of teaching is not consistently good and may sometimes require improvement
- The expectation is that this rating would normally be given for no more than one year. It is expected that support will be given to improve performance, normally through the school's performance management policy to assist the individual to improve their performance. Where expectations are not achieved in the following year, a rating of "inadequate" would normally be given.

Inadequate means:

- Falls short of expected performance for teacher of their career stage and role

- Requires urgent advancement of skills to meet requirements of their role
- Has not either met performance objectives or has not met performance objectives to an acceptable level
- Displays a consistent lack of quality
- Skills, knowledge and/or practice require development in a number of areas of the teachers' standards
- Normally requires professional support and guidance to support performance
- Quality of teaching regularly requires improvement or is inadequate
- The expectation is that support will be given to improve an individual's performance where this rating is applied. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures.

Where teaching staff have assimilated to the new pay framework between points, they will continue to progress between points, they will continue to progress between points until they reach the maximum of the relevant pay range. Progression will be on the basis of the equivalent of 0, 1, 2 or 3 points salary progression.

The school will ensure that assessment of performance will be fair and transparent by ensuring it is properly rooted in evidence through a robust performance management process, in accordance with the school's policy on performance management.

5.9 Support Staff

Salary progression for support staff relate directly to the performance of the employee. Salary progression will only occur where the Governing Body upon recommendation by the Headteacher is satisfied that the performance of the employee in that year meets the requirement for their role as defined by the objectives set within the Performance Management process.

Assessment is completed annually and pay progression takes effect from 1st September in any one year. In this school, performance of support staff is reviewed by 31st October to take effect from the previous 1st September.

New employees who joined April to July are not eligible for pay progression in the September following their appointment, but will have their performance reviewed in the following year, the pay outcomes of which shall be applied the September in the following year.

The Governing Body Pay Committee will consider the recommendation of the Headteacher or line manager in respect of the pay progression of each member of support staff, as an outcome of the Individual Performance Planning process (IPP), awarding each September one of the three ratings outlined below:

- Improvement required (no salary progression).
- Achieved expectations (salary progression of one step within the limit of the normal salary range).

- Exceptional performance (salary progression of one step within the limit of the normal salary range; a one off payment of 3% of base salary or, in exceptional circumstances, accelerated step progression within the limit of the normal salary range).

Exceptional performance is defined as:

- All targets/standards achieved and performance is exceptional against most or all of the targets
- The job was delivered exceptionally well and the requirements of the role were exceeded
- Very positive behaviours are displayed, e.g.:
 - Proactively engaging and motivating others; providing significant support to others (including colleagues and customers)
 - Consistently leading by example and acting as a role model or champion
 - Taking into account the implications of their activities on own initiative
 - Willingly taking on additional responsibilities outside of role requirement

Achieved expectations is defined as:

- Consistently met the majority of targets/standards – in some areas, accomplishments may have exceeded expectations whereas in others, they may occasionally have fallen slightly short; however, the overall performance is acceptable for accomplishing targets/standards
- The job was delivered and the requirements of the role meet
- Behaviour and the way the role has been performance has met expectations e.g.:
 - Contributing to the team and supporting others in their role
 - Positive attitude to achieving targets
 - Engaging in opportunities to learn and develop

Improvement required is defined as:

- Targets not achieved and/or performance frequently fell below role requirements
- The job was either not accomplished in its entirety or was accomplished with too high a reliance on others ('hand holding')
- Behaviour has not met expectations e.g.:
 - Poor customer service (where appropriate)
 - Negative impact on team or individual's goals
 - Making minimal contributions to the team or not helping others
 - Resisting opportunities to learn or improve

6. Allowances and other payments

Section 6 sets out the payments this Governing Body has determined may be payable in this school to certain groups of employees and/or specific post holders. With the exception of the post of Headteacher (See 6.1 below), each allowance/payment listed below is a discrete payment and is not affected by the payment of other allowances. A teacher in receipt of safeguarded salary may have the value of that safeguarding reduced or removed, depending on the allowance being paid to that teacher.

6.1 Headteacher

In respect of the Headteacher, the Governing Body may make additional payments for:

- Relocation allowance
- Work in a school causing concern to raise educational standards, perhaps by secondment
- The headteacher being temporarily appointed as headteacher at one or more additional schools
- Continuing Professional Development (see paragraph on Continuing Professional Development)
- Any other payment which is not for relocation (e.g. lease car)

Where the Governing Body make such payments, then the sum total of these additional payments will not, in accordance with the School Teachers' Pay and Conditions Document 2013, exceed 25% of the basic salary of the headteacher unless there are exceptional circumstances.

Dove House School will not pay recruitment and retention allowances to the Headteacher. In accordance with the provisions of 3.5.1, the Governing Body will base the Individual School Range on the group size but may exercise discretion to go out of the group size to attract and retain the Headteacher.

6.2 Allowances/Payments for all teachers

This section (6.2) defines payments that the Governing Body have determined as payable in this school to all teachers, including those on Leadership, qualified classroom teachers (including Newly Qualified Teachers) and unqualified teachers. If not stated here, there are no other circumstances in which additional allowances are paid to teachers.

6.2.1 Recruitment Allowances and/or Benefits

The Governing Body does not currently award recruitment incentives and/or benefits. The Governing Body will regularly review whether this discretion should be applied.

6.2.2 Retention incentives and/or benefits

The Governing Body does not currently award retention incentives and/or benefits. The Governing Body will regularly review whether this discretion should be applied.

6.2.3 Acting Allowance

Where staff are required to cover senior positions because of sickness, other absence or prolonged vacancy, any additional payment due will be agreed with the employee ideally in advance but at least within four weeks of beginning that cover.

6.2.4 Performance Payments for teachers seconded to Headship in another school

Where a teacher who is seconded to this school as Headteacher for a temporary period has met this school's criteria for pay progression, the governing body of this school may determine to make a payment to the secondee to recognise their performance in this school, where the performance has been high quality throughout the secondment. The governing body may pay a lump sum equivalent to the value of one or two points on this school's ISR, but only where the secondee would otherwise not receive the full value of the point (or points) as a result of returning to their original school. This governing body will therefore liaise with the "donor" school about performance related payments.

6.2.5 Continuing professional development

Teachers (including the Headteacher) who undertake voluntary continuing professional development outside of directed time may be entitled to an additional payment. This payment will be considered by the Pay Committee in advance of the specific activity. Any payment to a Headteacher will be deemed an "additional payment" – see section 6.1 of this pay policy.

6.2.6 Consultancy

The Headteacher will consider releasing members of staff from their normal working hours to undertake consultancy-type activities. Where this is approved by the Headteacher, the individual will be provided with confirmation of:

- The expected duration of such activities, including the maximum number of days and hours for which they can be released within a defined period
- The full terms of the work to be carried out including, if applicable and in reference to the nature of the consultancy work, whether the work is beyond the normal parameters of the individual's current role and attracts any additional time, pay or expenses to support completion of the work.

6.3 Allowances/Payments for Qualified Classroom Teachers

This section (6.3) sets out payments for qualified classroom teachers, which includes Newly Qualified Teachers. This section excludes those on leadership, and Unqualified Teachers.

6.3.1 Teaching and Learning Responsibility payments (TLRs) – Levels 1 and 2

TLRs will be awarded to the holders of posts indicated in the attached staffing structure.

TLRs are awarded to classroom teachers who undertake a sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning for which he/she is responsible and accountable. Before awarding a TLR, the Governing Body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that

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

In addition, payment of a TLR 1 will require the teacher's role to include line management responsibility for a significant number of people.

TLR 's will be awarded to the posts indicated on the attached staffing structure which has been consulted upon with staff.

TLR2a £2,640

TLR2b £4,399

The above amounts are full time values and these are pro-rated in accordance with section 3.1 for part time teachers.

6.3.2 Teaching and Learning Responsibility Payments (TLRs) – Level 3

The school does not currently have any projects that should attract a TLR 3 payment. The Governing Body will regularly review whether the school structure needs to be modified to incorporate such projects and consult with staff where it is proposed to create TLR 3 posts.

These projects would be created where they enable the school to meet its School Improvement Priorities and the school will ensure that they meet the criteria for a fixed term TLR 3, in that they;

- are clearly time limited school improvement projects, or one-off externally driven projects and
- are focussed on teaching and learning and
- require the exercise of a teacher's professional skills and judgement and

- have an impact on the educational progress of pupils other than the teachers' assigned classes or groups of pupils

Payment of the TLR 3 is not conditional upon successful completion, however individuals who are responsible for delivering these projects will have success criteria defined as a specific target with their performance management targets.

Where such posts are created the minimum value of the TLR 3 will be £523 and the maximum value will be £2,603.

6.3.3 Special Educational Needs allowances

SEN allowances will be awarded to the holders of posts indicated in the attached staffing structure.

SEN allowances are awarded to a classroom teacher:

- In any SEN post that requires a mandatory SEN qualification *
- In a special school
- Who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service
- In any non-designated setting that is analogous to a designated special class or unit, where the post
 - involves a substantial element of working directly with children with special educational needs and
 - requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs and
 - has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school

* A mandatory qualification as referred to in paragraph (a) is a mandatory qualification required for teaching groups of children who are hearing, visually or multi-sensory impaired. It does not refer to the National Award for SEN Co-Ordination. A teacher who has the National Award for SEN Co-Ordination must also hold a post that meets criteria a, b, c, or d to attract an SEN Allowance.

The Governing Body has determined a spot value for the SEN allowance, taking into account the structure of the school's SEN provision and the following factors

- whether any mandatory qualifications are required for the post (for teaching hearing, visually or multi-sensory impaired groups of children)
- the qualifications and experience of the teacher relevant to the post and
- the relative demands of the post

The range in value of the SEN allowance is defined in the School Teachers' Pay and Conditions Document.

Accordingly, in accordance with the attached structure, the Governing Body will award SEN allowance(s) of the following values:

£2,085

£4,116

6.4 Allowances/Payments payable to Unqualified Teachers

The Governing Body currently have not identified any additional allowances/payments payable to unqualified teachers.

6.5 Allowances/payments available for Support staff

There are several additional allowances/payments made to support staff, as defined in the Collective Agreement with recognised union – the Employment in Hampshire County Council agreement, or EHCC 2007

6.5.1 Night working, weekend working and shift working

Weekend, Night and Shift working payments will only be paid to staff up to and including Grade E. These payments may also be paid to staff graded above Grade E in the following circumstances:

- Where it is a critical business requirement that an essential service is delivered out of office hours or
- Where staff are required to participate in a regular and frequent standby rota and are called out whilst on standby.

The arrangements described below reflect the only arrangements for which the payments specified will be made. Where staff are entitled to receive an enhanced rate of pay, only ONE entitlement will be paid, namely shift allowance or weekend enhancement or night working, for the same hours worked

a) Definitions

Nights are defined as those hours worked between 22.00 to 07.00 on Monday, Tuesday, Wednesday, Thursday and Friday.

Weekend working can take place on a Saturday which is taken as 00.00 – 24.00 (Saturday), or Sunday which is taken as 00.00 to 24.00 (Sunday).

Rotating shifts are defined as any work pattern where the total period covered by the shifts is 24 hours:

e.g. Three shifts on a rota basis covering 24 hours including a night shift over 5 or 6 days a week, such as Monday to Friday or Tuesday to Sunday or;

Three shifts on a rotating basis covering 24 hours including a night shift over 7 days a week, such as Sunday to Sunday Earlyes 06.00 – 14.00; Lates 14.00 - 22.00; Nights 22.00 to 06.00.

Alternating shifts are defined as any work pattern where the total period covered by the shifts is 11 hours or more, in any 24 hour period, and there are at least 4 hours between the start time of the earliest and latest shift. This is a two shift rota where the span of the shift pattern can be between 11 and 14 hours or more than 14 hours but less than 18 hours.

b) Rates of pay for night or weekend working where employees are not receiving rotating or alternating shift allowance.

From 25 July 2011, new rates for weekend working and overtime apply. This followed an exercise to vary individual contracts of employment for those staff who might reasonably be expected to work hours covered by the changes. The new rates do not form part of a collective agreement with the Trades Unions.

For those staff who may be asked or required to weekends but have not been asked to vary their contract, the manager and the employee will need to discuss the arrangements on the basis of the new rates.

The rates of pay are shown in the table in section 6.5.5.

c) Rates of pay for employees on a rotating or alternating shift where the shift is a regular and permanent feature of their working arrangements.

The enhancement outlined in the table below will be paid on all hours worked. No additional payments can be claimed as outlined in table below as the shift allowance is deemed to cover the “unsocial” nature of the work. Shift payments will be paid during holidays, paid maternity leave (pro rata to the shift working worked and paid during the qualifying period) and when in receipt of pay during sickness absence in accordance with the normal entitlement.

Shift Type	Criteria	Allowance
Rotating Shift (a)	Three shifts on a rotating basis covering 24 hours including night shifts over 5 or 6 days a week e.g. Monday to Friday or Tuesday to Sunday	17%
Rotating Shift (b)	Three shifts on a rotating basis covering 24 hours including night shifts over 7 days a week – e.g. Sunday to Sunday Earlyes 06.00 – 14.00 Lates 14.00 - 22.00 Nights 22.00 to 06.00	20 %
Alternating Shift (a)	Where the total period covered by the two shifts is between 11 and 14 hours in a 24 hour period starting at least 4 hours apart	12.5%
Alternating Shift (b)	Where the total period covered by the two shifts is more than 14 hours in a 24 hour period starting at least 4 hours apart	14%

Table 5: Shift payments

Type	Days	Time	Additional Hours*	Overtime#
Days	Mon-Fri	07:00 – 22:00	Time	Time
Nights	Mon into Tue	22:00 – 07:00	Time and a third	Time and a half
	Tue into Wed	22:00 – 07:00		
	Wed into Thu	22:00 – 07:00		
	Thu into Fri	22:00 – 07:00		
Nights	Fri	22:00 – 24:00	Time and a third	Time and a half
Weekend	Saturday	00:00 – 24:00	Time and a third	Time and a half
Weekend	Saturday	07:00 – 22:00	Time	Time and a half
Weekend	Saturday	22:00 – 24:00	Time and a third	Time and a half
Weekend	Sunday	00:00 – 24:00	Time and a half	Time and a half
Nights	Monday	00:00 – 07:00	Time and a third	Time and a half
Bank Holidays	<p>There are normally 8 Public Holidays :</p> <ul style="list-style-type: none"> • Good Friday • Easter Monday • Early May Bank Holiday • Late May Bank Holiday • August Bank Holiday • Christmas Day • Boxing Day • New Years Day <p>Where a public holiday falls on a Saturday or Sunday then the Council will normally designate the next one or the following day as the designated “public holiday”.</p>	00:00 – 24:00	Double time plus an entitlement to time off in lieu at a later date.	Double time plus an entitlement to time off in lieu at a later date.

Table 6: Rates of pay for additional hours, overtime hours and night and weekend working

* additional hours are those hours worked which are above the employee’s contracted hours in that contract, but which fall before 37 in anyone week

overtime hours are those hours worked which are above 37 hours per week in that contract.

Overtime rates will not be paid in conjunction with night, shift or weekend working payments for any grade of employee . Only the higher rate of the two can be claimed.

6.5.6 Special recognition scheme

The governing body may recognise exceptional performance on a particular project or element of work by making a one-off payment under this scheme.

6.5.7 Travel Claims

The school will reimburse staff for travel made as requested by the Headteacher or Line Manager in order to support the school's business and school improvement e.g. training travel costs or costs incurred for external meetings or visits.

Petrol claims will be supported at 45p per mile for all members of staff. Train travel will be reimbursed in full where it is appropriate to travel by train. Where possible staff attending the same meeting or event should travel together by car to save on public transport costs.

7. Appeals Arrangements

The arrangements for considering appeals are as follows:

1. A member of staff may appeal against any determination in relation to his or her pay or any other decision taken by the Governing Body that affects his/her pay
2. The grounds for appeal are that the person or committee by whom the decision was made:
 - a. incorrectly applied any provision of the relevant terms and conditions of service;
 - b. failed to have proper regard to the school's pay policy
 - c. failed to take proper account of relevant evidence;
 - d. took account of irrelevant or inaccurate evidence;
 - e. was biased; or
 - f. otherwise unlawfully discriminated against the member of staff.

An issue raised as a pay appeal cannot then be raised again as a grievance.

3. If a member of staff received an overpayment, an agreement should be reached on the terms and timescales for recovery. In exceptional circumstances where an agreement cannot be reached, the employee may exercise their right of appeal in accordance with this procedure.
4. The sequence of events is as follows:

- a. The member of staff receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
 - b. If the member of staff is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher (or Chair of the Headteachers' Performance Management Committee where it is the Headteacher who is dissatisfied) within ten working days of the decision.
 - c. Where this is not possible, or where the member of staff continues to be dissatisfied, he/she may follow a formal appeal process.
 - d. The member of staff should set down in writing the grounds for questioning the pay decision (which must relate to the grounds as set out above) and send it to the Clerk to the Governing Body, within ten working days of either the notification of the original decision, or of the outcome of the discussion with the Headteacher referred to above.
 - e. Any appeal should be heard by a panel of three governors who were not involved in the original decision, normally within 20 working days of the receipt of the written appeal notification, and give the member of staff the opportunity to be accompanied and make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision. The decision is final and there is no recourse to the staff grievance procedure.
5. Employees who are dissatisfied in relation to their pay have a statutory right to raise a formal complaint about that decision, which is termed a "grievance". The process defined within this section meets the statutory requirements for raising a "grievance" and therefore an issue raised as a pay appeal cannot then be raised again under the school's Grievance Procedure.

8. Appendices

1 Schools Timetabled Teaching Week Calculation

2 School Structure