

Policy for Determining School Leaders Pay

This Policy has been agreed by the following professional associations and Trade Unions representing School Leaders:

- National Union of Teachers
- Association of Teachers and Lecturers

The following professional associations and Trade Unions have been consulted and we are awaiting final agreement:

- National Association of Schoolmasters Union of Women Teachers
- National Association of Headteachers
- Association of School and College Leaders

This policy has been adopted by the governing body of Meole Brace C of E Primary School and Nursery

on

25th October 2014

September 2014

CONTENTS

1. Introduction	Page 3
2. Aims	Page 3
3. Equalities Legislation	Page 4
4. Equalities and Performance Related Pay	Page 4
5. School Structure & Statement of Relativities	Page 5
6. Financial Considerations and the School Development Plan	Page 5
7. Governors Committee Arrangements	Page 6
8. The Pay of School Leaders/Leadership Pay - Overview	Page 7
9. New Leadership Appointments	Page 8
10. Headteachers Salary Range	Page 8
11. Deputy/Assistant Headteacher Salary Range	Page 9
12. Pay Progression for School Leaders	Page 10
13. Allowances for School Leadership Posts	Page 12
14. Safeguarding	Page 13
15. Salary Sacrifice Arrangements	Page 13
16. Pay increases arising from changes to the STPCD	Page 13
17. Monitoring the impact of the policy	Page 13

Policy for Determining School Leaders Pay

The Governing Body of *School Name* adopted this policy on *date*. This policy will be fully reviewed on an annual basis.

With effect from 1 September 2014:

- *The agreed Headteacher group for this school is Group ??.*
- *The agreed headteacher pay range is ??? to ???*
- *The agreed Deputy/Assistant headteacher pay range is ??? to ???*

1. INTRODUCTION

This policy sets out the schools policy for making decisions on school leaders employed on the leadership pay range. It has been developed to comply with current employment legislation and the statutory requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with staff and the recognised trade unions.

The policy covers the pay of school leaders and through it the governing body will seek to ensure that all staff employed at the school are valued and receive due recognition for their work and contribution to school life.

Where the governing body has made a decision to vary the Shropshire Council model policy then this will have followed a process of consultation with staff and representatives in the school.

2. AIMS

In adopting this pay policy the aim of the governing body in exercising its responsibility over decisions through this policy are:

- to provide a simple and flexible framework for ensuring the pay for our school leaders is appropriate to the challenge of the post and their contribution to the school(s)
- to maintain and improve the quality of the education provided for pupils
- to maximise the quality of teaching and learning at the school
- to support the recruitment, retention and development of a high quality, motivated teacher workforce

- to enable the school to recognise and reward school leaders appropriately for their contribution
- to help to ensure that decisions on pay are managed in a fair, just and transparent way
- to reflect decisions relating to the curricular and organisational priorities set out in the school development/improvement plan (including post Ofsted plans)
- to support the equal opportunities statement adopted by the governing body

This policy reflects that the governing body must act in accordance with the statutory and contractual obligations placed upon it by the School Staffing (England) Regulations 2009 and all other appropriate legislation and agreements.

This policy will seek to establish an open and transparent framework through which pay decisions for school leaders over which the governing body is able to exercise discretion are made.

3. EQUALITIES LEGISLATION

The governing body will comply with relevant equalities legislation:

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

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

4. EQUALITIES AND PERFORMANCE RELATED PAY

The governing body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. On a case by case basis adjustments will be

made to take account of individual/special circumstances, e.g. school leaders absent, on maternity or long-term sick leave.

The governing body will follow the Department for Education advice regarding Equalities considerations as part of the appraisal and pay determination process (June 2014).

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/341987/Implementing_your_school_s_approach_to_pay_departmental_advice.pdf

5. SCHOOL STRUCTURE AND STATEMENT OF RELATIVITIES

The governing body is responsible for determining the school's staffing structure which will be reviewed annually in the light of the school's budget, pupil number on roll and any curriculum or other organisational requirements.

The Education (Review of Staffing Structure) (England) Regulations 2005 requires schools to maintain a staffing structure which is clear and transparent and which enables the school to focus on teaching and learning. This should be reflected by:

- A structure chart/plan indicating the number and type of posts (teaching and support) by title and level of responsibility (e.g. leadership group, TLR levels, classroom teaching posts, support staff posts by grade)
- Clearly defined roles reflected in an agreed job description for each post

Through this pay policy the governing body will ensure that there is proper pay relativity between leadership posts in the school in order that appropriate differentials are maintained in a coherent and rational structure. Appropriate differentials will recognise accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient quality of school leaders. This responsibility of the governing body may be delegated to a committee of governors.

6. FINANCIAL CONSIDERATIONS AND THE SCHOOL DEVELOPMENT PLAN

Pay decisions impact on the school's financial resources and have implications for budget planning. In determining its budget plan the governing body will ensure that account has been taken of the anticipated cost of pay awards and pay progression decisions under this policy and that appropriate funding is allocated each year. The Governing Body will have specific regard to the setting of pay for leadership roles and its potential impact upon the school budget and therefore the pay of all school staff.

The Governing Body will ensure that the school's staffing structure reflects its curricular and organisational strategy as set out in the School Development Plan and that decisions on pay arise from consideration of the current and future needs and

priorities of the school, are consistent with job descriptions, give proper weight to the work required in the school and are taken within a clear financial context.

The financial consequences of any proposals to enhance pay levels reflected in the school's staffing structure will be carefully considered by the governing body (or committee with delegated responsibility). Consideration of costs will take full account of on-costs for employer national insurance and pension contributions.

7. GOVERNORS COMMITTEE ARRANGEMENTS

A decision on the pay of school leaders, as reflected within the school's staffing structure, will be the responsibility of the governing body or a Committee with delegated responsibility for the setting of the school's staffing establishment and school budget. Decisions relating to the pay progression of individual members of the schools leadership team on the leadership pay range will be the responsibility of a "Salaries Committee" of the governing body delegated with this task. Decisions will be made in accordance with the provisions of this policy. There is opportunity for school leaders to appeal against pay decisions to a separate committee of governors whose members were not party to the original decision.

Where the STPCD requires a pay decision to take into consideration the outcome of the school leaders appraisal other than the headteacher, a recommendation on pay progression will be received from the headteacher and taken into consideration. For the pay progression review of the headteacher the recommendation will be received from the Committee with delegated responsibility for his/her appraisal.

The *salaries committee* will consist of at least three appointed governors, none of whom shall be employed at the school, and will reach decisions within a salaries budget set by the Governing Body and having regard to this policy. The full responsibilities and remit of the *salaries committee* are set out in its adopted terms of reference.

The Committee will require clear evidence and documentation to be presented to it on a confidential basis, concerning the position of school leaders, the financial position of the school and the implications of any proposals for pay progression. Decisions will be minuted in clear and objective terms and communicated clearly too affected school leaders.

The Headteacher is entitled to attend meetings of the Committee to offer advice. Any school leader, including the Headteacher, who wishes to appeal against a decision of the *salaries committee*, may do so in accordance with the Appeals procedure.

Salaries committee arrangements and appeal procedures are as set out in the appendix of the teachers pay policy.

The following committees will have responsibility for leadership pay decisions under this policy:

Headteachers

Appraisal and pay recommendation:

Pay Decision:

Deputy / Assistant Headteachers

Appraisal and pay recommendation:

Pay Decision:

8. THE PAY OF SCHOOL LEADERS/LEADERSHIP PAY - OVERVIEW

The Leadership Group pay range (see Annex 1) is for school leaders with “substantial strategic responsibilities for school leadership”. In this school the following school leadership posts are paid on the leadership pay range:

- *Headteacher/Principal*
- *Deputy Headteacher/Vice Principal*
- *Assistant Headteacher /Vice Principal*

In this School these posts are collectively known as the *School Leadership Team/Group (SLT/G)*. The *SLT/G* have a substantial role in whole school leadership with a wider perspective and responsibility than a classroom teacher with, for instance, departmental/curriculum/faculty or key stage management responsibility.

The school may have other posts (e.g Associate *SLT/G* posts, School Business Managers) which are part of the *SLT/G* but these posts are not paid in accordance with this pay policy.

The Governing body will consider annually whether or not to increase the salary of members of the leadership group who have completed a year of employment since the previous annual pay determination. All annual pay progression decisions will follow an appraisal carried out in accordance with the schools appraisal policy.

The Governing body will review the pay of members of the leadership group when there are significant changes to responsibilities of a leadership post(s). **If the responsibilities of a member or members of the leadership group change significantly the Governing Body may review the pay of all leadership posts in order to maintain consistency of pay arrangements of the leadership group.**

If such a review leads to a new pay range being determined and the current postholder's salary is less than the minimum of the new pay range the governing body can move the postholder to the minimum of the new range at an agreed date..

Governors will not make any 'honorarium' payments to leaders as these are not part of the STPCD.

9. NEW LEADERSHIP APPOINTMENTS

When the need arises for the Governing body to start the process of appointing any new post to the leadership range, the Governing Body will follow a three-stage process as follows:

Stage 1 – Define the role and determine the headteacher group

Stage 2 – Set an indicative pay range

Stage 3 – Decide the starting salary and individual pay range

The Governing body will follow the guidance from the Department for Education and its HR provider. Advice received will be considered prior to the appointment of a new Headteacher. ([Shropshire Schools HR provide a Headteacher appointment protocol link](#))

Under this policy the headteacher has the delegated authority to determine the starting salary of a newly appointed teacher to the schools leadership range in accordance with the provisions of this policy. The headteacher may consult with the "Salaries Committee" as he/she considers is necessary

When appointing a new headteacher, the Governing body will ensure that there is appropriate scope within the set pay range to allow for performance related progress over time.

10. HEADTEACHERS SALARY RANGE

For the purpose of determining the headteacher's broad pay range, the school will identify the appropriate school group size, calculated in accordance with the STPCD through its Unit total based on pupil numbers.

When the Full Governing Body considers there is a need to review the Headteacher pay range it must set a Headteacher broad pay range, and if it so decides, a narrow indicative pay range. The Full Governing body will also decide, in accordance with the STPCD, if it will set the indicative pay range up to a maximum of 25% above the top of the set headteacher pay range (maximum 25% above top of group pay range). The Governing body must document the circumstances which warrant the agreed

percentage. The starting salary of a new Headteacher is delegated to the appointed selection panel with responsibility for appointing a new Headteacher.

The governing body will review the school's headteacher group size annually to ensure it sets the broad pay range for Headteacher pay in line with the appropriate group size.

If the Governing Body decide (or decided previously) to set a narrow pay range, within the broad pay range it can, at any time, increase the narrow pay range up to the maximum allowed under the STPCD. The governing body will clearly document such a decision and the specific circumstances of the significant change to responsibilities applicable.

The Governing Body will endeavour to set a headteacher pay range no more than the maximum of the headteacher group. However, if the governing body determines that circumstances specific to the headteacher role warrant a higher than normal payment it *will/can* set a broad pay range or narrow pay range which does not exceed the maximum of the headteacher group by more than 25%. The governing body will clearly document such a decision and the specific circumstances applicable.

In exceptional circumstances, the Governing Body may choose to set a pay range above the maximum 25%. In such circumstances it will submit a business case as is required by the STPCD.

In setting the headteacher pay range the following issues will be considered and included:

- The context and challenge arising from pupil needs;
- If there is a high degree of complexity and challenge in the role;
- Permanent additional accountabilities;
- Long term provision of services to other schools;
- Recruitment and retention difficulties;
- the salary ranges of other leadership roles.

When setting the broad or narrow pay range, the Governing Body will seek appropriate advice to validate its decision.

11. DEPUTY HEADTEACHER AND ASSISTANT HEADTEACHER PAY RANGE

For the purpose of determining the appropriate leadership pay range of Deputy Headteachers and Assistant Headteachers the Headteacher and Governing Body will take into account all of the permanent responsibilities of the role, any challenges

that are specific to the role, how the role fits within the wider leadership structure of the school and any other relevant considerations.

The governing body should set pay ranges appropriate for the size and structure of the leadership group within the school ensuring appropriate differentials between posts of different responsibility and accountability.

The pay range for deputy headteachers and assistant headteachers will be no less than the minimum of the leadership pay range and will not exceed the top of the schools headteacher group. It will only be in exceptional circumstances that the pay range for deputy headteacher and assistant headteachers should overlap the headteacher pay range.

The governing body will ensure there is sufficient scope for pay progression when determining the pay range for deputy headteachers and assistant headteachers.

The Governing Body can, at any time, increase the set pay range of a Deputy/Assistant Headteacher. The governing body will clearly document such a decision and the specific circumstances of the significant change to responsibilities applicable.

For any deputy head or assistant head, responsibility for the setting and review of performance objectives is delegated to the headteacher with objectives having to relate to school leadership and management and pupil progress. Following the review of performance the headteacher will have the role of reporting the outcome and any pay progression recommendation to the Committee of Governors responsible for pay progression decisions.

Once ceased, any acting allowance payable will not be eligible for safeguarding.

12. PAY PROGRESSION FOR SCHOOL LEADERS

Pay progression for school leaders will be considered following the annual appraisal process in accordance with the schools appraisal policy.

The *appropriate committee* with responsibility for reviewing the headteachers performance will review the Headteachers performance at the appraisal against the agreed appraisal objectives. The Headteachers appraisal objectives will be set in accordance with the schools appraisal policy and should relate to school leadership and management, pupil progress and other areas as determined by the governing body.

The headteacher has responsibility for reviewing the performance of Deputy/Assistant headteacher at the appraisal against the agreed appraisal

objectives. Appraisal objectives for Deputy/Assistant headteachers will be set in accordance with the schools appraisal policy and should relate to school leadership and management, pupil progress and other areas as determined by the headteacher and / or governing body.

Leaders will be eligible for pay progression under this policy where it is determined at the appraisal review that agreed appraisal pay objectives have been fully met or exceeded **and that high quality performance has been sustained.**

The Governing Body/Headteacher will consider other factors as appropriate when making a decision about sustained high quality performance; this will include but will not be limited to

- Recent Ofsted Judgements
- Performance in the classroom via formal observation
- Etc.

The Headteacher appraisal is a direct responsibility of the governing body through a *Performance Review Committee* advised by an appropriate external adviser. The role of the External Adviser is to advise the *Committee* on matters relating to performance management and appraisal, not on the matter of the review of pay. The *Committee* will have also been delegated the responsibility of reviewing the headteacher's salary.

Recommendations regarding pay progression for Deputy/Assistant Headteacher will be made by the Headteacher with reference to the teachers' appraisal reports and performance overall. A pay progression decision will then be made by the appropriate committee of the governing body.

The Performance Review Committee/Headteacher will ensure that appraisal objectives become progressively more challenging as the school leader gains experience and moves through the pay range. In making a judgement the Performance Review Committee/Headteacher should particularly consider how the post holder has grown professionally, by developing their leadership and, where relevant, teaching expertise and consider the contribution he/she has made to school improvement and pupil progress.

When the appropriate committee confirm a school leader will be considered for pay progression, it must agree the new salary which the school leader will progress to. This will be backdated to 1 September of the appropriate appraisal year. Any agreed salary decision must be within the broad (or narrow) pay range set by the Governing Body.

Following the annual pay review the school leader will be provided with a written statement confirming the outcome of the review and any pay progression decision.

Any decision related to pay progression will satisfy the principles of consistency, fairness and objectivity.

School leaders eligible for pay progression will normally move to the next available point on the appropriate pay range. If a greater salary increase is recommended a clear rationale and justification as to such a decision must be put forward and then considered and the outcome recorded by the *salaries committee*.

The Headteacher (or appropriate Committee for Headteacher appraisals) should ensure the appraisal policy is followed regarding appraisal review meetings to ensure school leaders are aware throughout the appraisal cycle of their progress towards all objectives and performance overall.

13.ALLOWANCES FOR SCHOOL LEADERSHIP POSTS

The Governing Body will consider paying additional allowances to those on the leadership pay range when they:

- Assumes temporary responsibility for one or more additional schools
- Agrees to provide short term provision of services to another school

The Governing Body (or a delegated committee) must agree in advance to any of the above and the amount of allowance which will be payable. Any such payment is included in the overall 25% limit for Headteachers.

The Governing Body will also consider payment of an allowance on the appointment of a new deputy Headteacher or assistant headteacher who requires assistance with housing or relocation costs. The Governing Body would agree an allowance with the new Headteacher as part of the formal offer of employment. Any such payment is included in the overall 25% limit for Headteachers.

Those on the leadership pay range can receive a payment in respect of residential duties which are a requirement of the post. Any such payment will not count towards the overall 25% limit for Headteachers.

Where the Governing body has, prior to 1 September 2014, agreed a recruitment and retention incentive or benefit with a review date, it can continue to be paid until the pay range is determined under the pay policy.

Deputy / Assistant Headteacher Acting Up Allowance

A Deputy Headteacher must undertake the professional duties of the Headteacher if the headteacher is absent. An Assistant Headteacher can be asked but not required to.

If a Deputy/Assistant Headteacher acts up in accordance with the STPCD, the Governing Body will decide, within 4 weeks of the Deputy/Assistant Headteacher first day of acting up, what acting allowance will be appropriate. Other than in exceptional circumstances, the Deputy/Assistant headteacher will be paid in accordance with the agreed pay range for the post acting up into.

14. SAFEGUARDING

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

15. SALARY SACRIFICE ARRANGEMENTS

Where the employer operates a salary sacrifice arrangement, a headteacher, deputy/assistant headteacher may participate in any arrangement and gross salary shall be reduced accordingly, in accordance with the provisions of the relevant paragraph of the STPCD.

16. PAY INCREASES ARISING FROM CHANGES TO THE STPCD

All those paid on the leadership pay range are paid in accordance with the statutory provisions of the STPCD as updated from time to time.

17. MONITORING THE IMPACT OF THE POLICY

The Governing Body will monitor the outcomes and impact of this policy on an annual basis in conjunction with Union representatives, including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation.

For this purpose the Headteacher will provide for the governing body a written annual report for consideration at its autumn term meeting.

The report will not contain any information which would enable any individual to be identified.

The Governing Body is committed to ensuring that pay decisions are fair and non-discriminatory and the following monitoring data should be included in the head teacher's report because they represent the possible grounds for unlawful discrimination:

- Race
- Sex
- Sexual orientation
- Disability
- Religion and belief
- Age
- Part-time contracts
- Trade union membership.

The head teacher will also report on whether there have been any appeals or representations on an individual or collective basis on the grounds of alleged discrimination under any of the categories above.

School Pay Range for members of the leadership group (1 September 2014)

Leadership Range pay point	Annual salary £
L1	38,215 Minimum
L2	39,172
L3	40,150
L4	41,150
L5	42,175
L6	43,232
L7	44,397
L8	45,421
L9	46,555
L10	47,750
L11	48,991
L12	50,118
L13	51,372
L14	52,653
L15	53,963
L16	55,397
L17	56,670
L18	58,096
L19	59,535
L20	61,012
L21	62,521
L22	64,074
L23	65,661
L24	67,290
L25	68,962
L26	70,668
L27	72,419
L28	74,215
L29	76,053
L30	77,946
L31	79,872
L32	81,857
L33	83,892
L34	85,965
L35	88,102
L36	90,284
L37	92,528
L38	94,817
L39	97,128
L40	99,552
L41	102,039
L42	104,596
L43	107,210 Maximum

School Headteacher Groups

The headteacher groups and pay ranges are as follows:

Group	Range of spine points (discretionary)	Broad Salary range £
1	L6-L18	43,232 – 58,096
2	L8-L21	45,421 – 62,521
3	L11-L24	48,991 – 67,290
4	L14-L27	52,653 – 72,419
5	L18-L31	58,096 – 79,872
6	L21-L35	62,521 – 88,102
7	L24-L39	67,290 – 97,128
8	L28-L43	74,215 – 107,210

Unit totals and headteacher groups - ordinary schools

An ordinary school shall be assigned to a headteacher group in accordance with the following table by reference to its total unit score.

Total unit score	School group
Up to 1,000	1
1,001 to 2,200	2
2,201 to 3,500	3
3,501 to 5,000	4
5,001 to 7,500	5
7,501 to 11,000	6
11,001 to 17,000	7
17,001 and over	8

The total unit score shall be determined in accordance with the number of pupils on the school register calculated as follows:

Key Stage	Units per pupil
For each pre-key stage one pupil and each pupil at key stage one or two	7 units
For each pupil at key stage three	9 units
For each pupil at key stage four	11 units
For each pupil at key stage five	13 units

The weightings should be halved for pupils who attend on no more than a half day basis. Pupils with statements of special needs in special classes or units attract an automatic extra weighting of 3 units; other pupils with statements may be allocated an extra 3 units at the discretion of the governing body.

