

Model Pay Policy for Maintained Schools in England

This model pay policy provides a framework to be adapted by individual schools to suit their own circumstances. It is therefore set out as a school pay policy and refers to the “governing body”, rather than the “relevant body”. The policy is intended to be easily amended to cover circumstances where the relevant body is the LA.

1. Opening Statement or Statement of Intent

- 1.1. This policy will be applied to the pay of all staff employed to work in the school, excluding any staff whose pay is not determined by the governing body. The prime statutory duty of governing bodies in England, as set out in paragraph 21 (2) of the Education Act 2002 is to “...conduct the school with a view to promoting high standards of educational achievement at the school.” The pay policy is intended to support that statutory duty.

The governing body will act with integrity, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons.

Nothing in the above requires the governing body to disclose material relating to any employee, or anyone proposed to be employed at the school, nor to any named pupil or candidate for admission to the school, nor to any matter which, by reason of its nature, the governing body is satisfied should remain confidential.

1.2. General Provisions

- **Equal Opportunities Policy**

The governing body will comply with relevant legislation: employment relations; part-time workers and fixed term employee regulations and the Equality Act 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.

- **Provision and Means of Revising Job Descriptions**

The head teacher will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the governing body. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school. Job descriptions will identify key areas of responsibility and may contain targets consistent with the school development plan. Job descriptions will show who is responsible for what, and who is responsible to whom; job descriptions will also make clear what responsibilities are common to all posts. All job descriptions will be

reviewed annually as part of the performance management process.

- **Maintenance or Creation of Differentials**

Appropriate differentials will be created and maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

- **Use of Discretions**

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

- **Access to Records**

The head teacher will ensure reasonable access for individual members of staff to their own employment records.

- **Performance Management**

The governing body will comply with the relevant legislation in England concerning the performance management of teachers.

1.3. The governing body will fulfil its obligations under:

for teachers:

- the School Teachers' Pay and Conditions Document (the Document)
- the Conditions of Service for School Teachers in England and Wales (Burgundy Book);

for support staff:

- the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book).

1.4 The pay policy will be reviewed from time to time in consultation with all staff affected. In any event, the policy will be reviewed each time a new School Teachers' Pay and Conditions Document comes into effect.

2. **Procedures**

2.1. The governing body will determine the annual pay budget on the recommendation of the staffing and finance committee. The governing body has delegated its pay powers to the pay committee. Any person employed to work at the school, other than the head, must withdraw from a meeting at which the pay or performance appraisal of any other employee of the school, is under consideration. The head must withdraw from that part of the meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about

his/her ability to act impartially.

No member of the governing body who is employed to work in the school shall be eligible for membership of this committee.

The staffing and finance committee will be attended by the head in an advisory capacity. Where the pay committee has invited either a representative of the LA or the external adviser to attend and offer advice on the determination of the head's pay, that person will withdraw at the same time as the head while the committee reaches its decision. Any member of the committee required to withdraw will do so.

2.2. The terms of reference for the pay committee will be determined from time to time by the governing body. The current terms of reference are:

- to achieve the aims of the whole school pay policy in a fair and equal manner;
- to apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review;
- to observe all statutory and contractual obligations;
- to minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full governing body;
- to keep abreast of relevant developments and to advise the governing body when the school's pay policy needs to be revised;
- to carry out the performance management of the head;
- to appoint and work with the external adviser as applicable;
- to work with the head in ensuring that the governing body complies with the Performance Management Regulations.

The report of the pay committee will be placed in the confidential section of the governing body's agenda and will either be received or referred back. Reference back may occur only if the pay committee has exceeded its powers under the policy.

Decisions will be communicated to each member of staff by the head in writing in accordance with paragraph 4.4 of the Document. Decisions on the pay of the head will be communicated by the pay committee, in writing, in accordance with paragraph 4.4 of the Document. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed, or immediately after an appeal has been concluded.

2.3 **As required by the Document, all teaching staff salaries, including those of the head, deputy head(s) and assistant head(s) will be**

reviewed annually on or after 1st September to take effect from 1 September. The governing body will endeavour to complete teachers' annual pay reviews by 31 October and the head teacher's annual pay review by 31 December. They will, however, complete the process without undue delay. The award of a point on the upper pay spine will normally be considered two years after any previous award in accordance with paragraph 19.5.1 of the Document and paragraph 57 of the section 3 guidance.

EITHER: The governing body will not exercise its discretion to award points on the upper pay spine at less than two year intervals.

OR: The governing body will, in exceptional circumstances, consider the award of a point on the upper pay spine at the annual review. The pay committee will exercise this discretion on the recommendation of the head teacher, where the outcomes of the performance review demonstrate that such an award is clearly merited.

2.4 Appeal Procedure

The governing body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 3.1(b) of the Document and paragraphs 20 to 23 of the section 3 guidance.

All staff will receive a written statement of the determination of their pay as set out in paragraph 2.3 above. The statement will advise teachers of the decision of the pay committee, the reasons for the decision and the teacher's right to make representations to the pay committee. If the teacher wishes to take advantage of this right he must write to the chair of the pay committee within 10 working days. His letter must include a statement of the representation that he intends to make. The pay committee will arrange to meet with the teacher to receive representations. The pay committee will reconsider their decision and notify the teacher of the outcome and of the teacher's right of appeal.

If the teacher wishes to take advantage of an appeal, he must write to the clerk to the governing body within 10 working days. He must include a statement of the grounds for his appeal and details of the facts on which he will rely. The clerk to the governing body will convene a meeting of the appeal committee within 20 working days of receiving written notification from the teacher. The appeal committee will write to the teacher to advise him of their decision.

Any appellant has the right to see all relevant papers and to be accompanied/represented by a workplace colleague or trade union/association representative.

3. Leadership Group Pay

3.1. Head Teacher Pay

For appointments on or after 1 September 2011, the governing body will

determine the pay range to be advertised and agree pay on appointment as follows and in accordance with paragraphs 12 and 7.3(e) and paragraphs 31 to 53, of the section 3 guidance:

- **the pay committee will review the school's head teacher group and the head's Individual School Range (ISR) in accordance with paragraphs 8 and 9 (ordinary school), or paragraphs 8 and 10 (special school), and paragraph 12 of the Document;**
- **the pay committee will have regard to the provisions of paragraph 12.3.2** (formula for the calculation of the salary of the highest paid classroom teacher) and will also take account of any other permanent payments, including the upper pay spine, made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- **the pay committee will consider exercising its discretion to award a discretionary payment under paragraphs 12.4.1 and 12.4.2 where the governing body consider the school would have difficulty recruiting to the vacant head teacher post;**
- **the pay committee will consider the need to award any further discretionary payments to a head teacher in line with paragraphs 12.4.1, 12.4.2 and 12.6.1 of the Document.**
- the pay committee will exercise its discretion under paragraph 7.3(e) of the Document, and pay on any of the bottom four points on the ISR, in order to secure the appointment of its preferred candidate.
- **The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments. However, before agreeing to do so, it will seek the agreement of the governing body which in turn will seek external independent advice before providing such agreement.**

Advice: The pay committee should note that for any new appointment made on or after 1 September 2011, they must set the ISR within the group range for the school. There is no longer the ability to set an ISR outside the group range for the school. However, the pay committee can exercise its discretionary powers to award a discretionary payment detailed in 12.4.1, 12.4.2 and 12.5 of the Document. See also paragraphs 37 to 42 of the section 3 guidance. The total sum of discretionary payments made to a head teacher in any school year must not exceed 25% (apart from the exceptions listed at paragraph 12.6.1) of the individual head teacher's pay point on the leadership group pay spine (paragraph 12.4.2), unless the governing body decide to exercise its discretionary powers in wholly exceptional

circumstances (12.6.2) and exceed the 25% limit. It is likely that, in most cases, the governing body would not use the 'wholly exceptional circumstances' discretion.

For serving heads:

The governing body will determine the salary of a serving head teacher in accordance with paragraph 7 of the Document.

- **the pay committee will review the head teacher's pay in accordance with paragraph 7.3 of the Document and award up to two performance points where there has been a sustained high quality of performance** having regard to the results of the most recent review carried out in accordance with the 2006 Performance Regulations and any recommendation on pay progression in the head teacher's most recent planning and review statement.
- **the pay committee may determine the head's ISR, within the group range for the school, as at 1 September or at any time if they consider it is necessary (paragraph 32 of section 3 guidance);**
- **if the pay committee makes a pay determination on or after 1 September 2011, in relation to a change in ISR, it will determine the head's ISR within the group range for the school, in accordance with paragraph 12 of the Document and paragraphs 31 to 53 of the section 3 guidance;**
- **if the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set an ISR in accordance with the provisions of paragraphs 12.2.4 and 7.3(e). They may also consider the award of any discretionary payments, in line with paragraphs 12.4.1, 12.4.2 and 12.5**
- **if the head teacher takes on temporary accountability for one or more additional schools, the pay committee may determine, but are not required to do so, an ISR within the group range for the 'home' school; and consider awarding a discretionary payment under paragraph 12.4.1, 12.4.2 and 12.5(d).**

Advice – performance pay: The provisions of paragraph 7.3 (b) of the Document are clear. There cannot be any movement up the pay spine unless two conditions are satisfied. Firstly, that there has been a review of the performance of the head teacher and secondly that there has been sustained high quality of performance taking account of the most recent PM review. No other factors should be taken into account, eg budgetary considerations.

Advice - ISR: The pay committee when making a fresh pay determination for the head teacher, in relation to a change in ISR must

set the ISR within the group range for the school, based on the formula set out in paragraphs 9, 10 and 11 of the Document. There is no longer the ability to set the ISR outside the group range for the school. However, for those head teachers whose ISR is already outside the group range for the school, there is no requirement to re-adjust the ISR until a new pay determination is made in relation to a change in ISR (paragraph 7.3(g), section 2; and paragraph 40 of the s.3 guidance).

The governing body of a school should take into account, when setting the head's ISR within the group range for the school, the full role of the head teacher, as set out in Part 9 of the Document. In addition, they may take account of additional responsibilities which are taken on by the head as a result of the provision of extended services on the school site for children/young people from the area and for which the head is directly accountable to the Local Authority or Children's Trust (paragraph 51 to 3 of s.3 guidance).

The governing body are required to re-determine the ISR should the head teacher be appointed as head teacher to one or more additional schools, as well as the 'home' school, on a permanent basis (paragraphs 7.3(e) and 12.2.4).

Advice – discretionary payments (paragraph 12.4.1, 12.4.2 and 12.5). The governing body may exercise its discretion to pay an additional payment in certain circumstances, set out in paragraph 12.4.1 and 12.5, up to a limit, on all discretions, of 25% above the individual's pay point on their ISR for the academic year 2011/12 (paragraph 12.4.2) – see paragraph 12.6.1 for exclusions to the 25% limit. However, the pay committee should note the proviso in 12.4.1 that, in each case, the governing body has not previously taken such reason or circumstance into account when determining the ISR under an earlier Document. For example, if the governing body has used the discretion under a previous Document to set the ISR outside the group range for the school because of substantial difficulty retaining a head, they cannot award a discretionary payment for retention, either under paragraph 50 or paragraph 12.5(c), unless and until they re-determine the ISR within the group range for the school. If they decide to re-determine the ISR within the group range for the school, the governing may then exercise their discretionary powers to award a discretionary retention payment under paragraph 12.5(c) or paragraph 50.

The governing body is not required to re-determine the ISR if they are making a discretionary payment for a completely new reason or circumstance, eg the head teacher takes on accountability for one or more additional schools on a temporary basis. However, they have the discretion to do so, since they are able to review the ISR as of 1 September or at any time if they consider it necessary (paragraph 32 of section 3 guidance).

The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments. However, before agreeing to do so, it will seek the

agreement of the governing body which in turn will seek external independent advice before providing such agreement.

Advice - The pay committee can exceed the 25% limit on the total sum of discretionary payments in wholly exceptional circumstances only (paragraph 12.6.2). However, they must have the agreement of the governing body; and the governing body must seek external independent advice before providing such agreement. It is likely that, in most cases, the governing body would not use the 'wholly exceptional circumstances' discretion.

3.2. Deputy Head Pay

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- **the pay committee will determine a deputy head pay range in accordance with paragraph 14 of the Document;**
- **the pay committee will record its reasons for the determination of the deputy head pay range, in accordance with paragraph 54 of the section 3 guidance;**
- the pay committee will exercise its discretion under paragraph 13.4 of the Document, and pay any of the bottom three points on deputy head pay range, in order to secure the appointment of its preferred candidate.

For serving deputy heads:

- **the pay committee will review pay in accordance with paragraph 13.2 and 13.3 of the Document** and award up to two points where there has been sustained high quality of performance having regard to the results of the recent review carried out in accordance with the 2006 PM Regulations, and to any recommendation on pay progression recorded in the deputy head teacher's most recent planning and review statement;
- **the pay committee will determine the deputy head pay range in accordance with paragraph 54 of the section 3 guidance pursuant with the mandatory provisions of that paragraph;**
- **the pay committee may determine the deputy head pay range at any time in accordance with paragraph 54 of the section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials;**

Advice: The provisions of paragraph 13.3 (a) of the Document are clear. There cannot be any movement up the pay spine unless two conditions are satisfied. Firstly, that there has been a

review of the performance of the deputy head teacher and secondly that there has been sustained high quality of performance taking account of the results of the most recent review under the 2006 Performance Management Regulations. No other factors should be taken into account, eg budgetary or historical considerations.

3.3. Assistant Head Pay

The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- **the pay committee will determine an assistant head pay range in accordance with paragraph 16 of the Document;**
- **the pay committee will have regard to the provisions of paragraph 16.2.2** and will also take account of any other permanent payments, including upper pay spine, made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability;
- **the pay committee will record its reasons for the determination of the assistant head pay range, in accordance with paragraph 54 of the section 3 guidance;**
- the pay committee will exercise its discretion under paragraph 15.4 of the Document, and pay any of the bottom three points of the assistant head pay range, in order to secure the appointment of its preferred candidate.

For serving assistant heads:

- **the pay committee will review pay in accordance with paragraph 15.2 and 15.3 of the Document**, and award up to two points where there has been sustained high quality of performance having regard to the results of the most recent review carried out in accordance with the 2006 PM Regulations and to any recommendation on pay progression recorded in the assistant head teacher's most recent planning and review statement;
- **the pay committee will determine the assistant head pay range in accordance with paragraph 54 of the section 3 guidance pursuant to the mandatory provisions of that paragraph;**
- **the pay committee may determine the assistant head pay range at any time in accordance with paragraph 54 of the section 3 guidance pursuant with the discretionary provisions of that paragraph and to maintain differentials;**

4. **Acting Allowances**

Acting allowances are payable to teachers who are assigned and carry out the duties of head, deputy head or assistant head in accordance with paragraph 38 of the Document. **The pay committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder will be paid an allowance.** In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of head, deputy head, or assistant head, for a period of four weeks or more, will be paid at an appropriate point of the head's ISR, deputy head range or assistant head range, as determined by the pay committee. Payment will be backdated to the commencement of the duties.

Advice: - Any individual carrying out the responsibilities of the head, deputy head or assistant head must have the full authority of the post from the outset and should, therefore, be paid the acting allowance from the commencement of those duties. Where the absence is planned, the determination after four weeks should be unnecessary, and payment should be made as soon as the duties are taken up.

Where a teacher transfers to a new post on a temporary basis part-way through the PM cycle, the head (or, governing body, in relation to an acting head) should determine whether the cycle should begin again and, if so, whether there should be a change of reviewer(s) (Regulation 12(5), 2006 PM Regulations).

Only a deputy head may be required to carry out the responsibilities of the head in the absence of the head. Where the headship is vacant, the deputy may agree to serve as acting head, but cannot be required to do so. The governing body must seek the agreement of any other teacher to taking on acting duties. It is unlikely that they would be prepared to do so unless appropriate payment is offered.

5. **Pay Scale for Classroom Teachers**

Classroom teachers will be paid in accordance with paragraphs 17 and 18 of the Document (pay scale for classroom teachers) or paragraph 19 (pay scale for post-threshold teachers)

5.1. **Qualifications:** - All newly qualified teachers, from 1 September 2002, will start at point M1, irrespective of degree qualifications.

5.2. **Experience:** - In accordance with paragraphs 18.1.1-18.1.6 of the Document, teaching experience will be rewarded on the basis of one point for each year of service as defined in paragraph 18.1.1. The pay committee will also count as service any period of absence approved by the head and governing body during which experience relevant to teaching is acquired. (Paragraph 1.8 of the Document.)

Experience other than teaching: - (Paragraph 18.2 of the Document) will be rewarded at a rate of:

One point for every one/two/three years of experience (delete as applicable) deemed by the committee to be of particular relevance to the job description and appointment criteria, to a maximum of three points.

Advice: Discretionary experience points are frequently used in order to recruit, rather than because the experience rewarded is genuinely relevant to teaching. In order to avoid grievances, it is preferable to make use of recruitment and retention incentive benefits (paragraph 50 of the Document), where recruitment difficulties exist. Where governing bodies wish to continue to reward experience other than teaching, there should be a limit on points available, since experience points, whether for teaching or other experience, determine eligibility for the threshold and are permanent.

The pay committee recognises that a classroom teacher who was employed before 1 September 2000 as a head teacher, deputy head teacher or assistant head teacher is entitled to be paid on the Upper Pay Spine. The pay committee shall determine which point on the upper pay spine that a classroom teacher, in these circumstances, shall be paid (paragraph 19.4.7 of the Document).

In the case of a teacher who was first employed as a head teacher, deputy head teacher or assistant head teacher on or after 1 September 2000, he or she will have to occupy such a post for an aggregate period of 1 year or more in order to be paid on the Upper Pay Spine. Otherwise he/she will be entitled to be paid at point M6 of the classroom teacher pay scale. In the case of a teacher who was previously employed as an Advanced Skills Teacher, irrespective of the date of appointment to an AST post, he or she is entitled to be paid on the Upper Pay Spine.

Advice: The pay committee should determine whether such a person be paid at UPS 1, UPS 2 or UPS 3. Governing bodies should note paragraph 59 of the section 3 guidance which states that relevant bodies should consider any pay progression which such teachers made in their previous employment which was based on an assessment of standards and contribution comparable to the requirements for progression on the upper pay scale *and should not unreasonably withhold appointment at the equivalent point on the UPS. UPS3 may therefore be appropriate in such circumstances.*

Experience points: may only be withheld in a year when a teacher has been notified that their service has been unsatisfactory. The pay committee will normally exercise this discretion only in the context of a formal capability procedure. *The pay committee will restore the withheld point at the conclusion of the capability procedure where satisfactory performance has been achieved.*

Advice: the pay committee has the discretion to restore the point; the wording in italics should be removed should the pay committee not wish to restore the point in such circumstances.

Additional points: the pay committee has a discretion to award one additional point where the teacher's performance in the previous 12 months was excellent having regard to all aspects of his professional duties, but in particular classroom teaching, in accordance with paragraph 18.2.1(c) of the Document.

The pay committee will exercise this discretion on the recommendation of the head teacher, where the outcomes of the performance review demonstrate that such an award is clearly merited.

Threshold: - The pay committee will pay teachers who are successful at the threshold in accordance with paragraph 19 of the Document.

Advice: Threshold applications – the DfE have issued guidance (Round 10) and forms (Round 12) which can be used to apply for threshold. It is recommended that the forms are used.

Upper pay scale progression:- In accordance with paragraphs 19.5 and 19.6 of the Document, the pay committee will determine that one point be awarded to a teacher on the upper pay spine whose achievements and contribution to the school, throughout the relevant period, have been substantial and sustained. (*Paragraph 19.5.1 of the Document and paragraph 57 to 59 of the section 3 guidance*).

In reaching its decision, the pay committee shall have regard to the results of the teacher's two most recent review statements, including any pay recommendation, when exercising discretion in accordance with the provisions of paragraph 19.5.1 of the Document.

Teaching and Learning Responsibility Payments:-

The pay committee may award a TLR to a classroom teacher in accordance with paragraph 21-23 of the Document and paragraphs 94 to 101 of the section 3 guidance. These payments will be for clearly defined and sustained additional responsibility in the context of the schools staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out at paragraph 21-23 of the Document.

Advice: The governing body should also decide whether any TLR awarded should be permanent or for a fixed term period. Such posts must be genuinely fixed term, must meet the provisions of the Document and must be carefully recorded.

6. **Unqualified Teachers**

The pay committee will pay any unqualified teacher in accordance with paragraphs 35 of the Document. The pay committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value.

Advice: Governing bodies should note the requirement to pay £250 to any unqualified teacher who is placed on points 1, 2 or 3 of the unqualified teachers' pay scale in 12 monthly instalments with their salary for the academic year 2011/12 (paragraph 35.2 of the Document; and paragraphs 152 and 153 of the guidance)

7. **Support Staff**

The pay committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The pay committee will determine the pay grade of support staff in accordance with the scale of grades, currently applicable in relation to employment with the LA, which the pay committee consider appropriate for the post. In reaching its determination, the pay committee will consider the advice of the LA, but will not consider itself bound by that advice. Appeal procedures are set out in paragraph 2.4 above.

8. **Part-time Employees**

The pay committee will apply the provisions of this policy on a pro rata basis to all part-time employees, in accordance with paragraph 46 of the Document.

Advice: Schools should note the provisions with regard to the calculation of part time teachers pay and working time, in particular paragraphs 46 and 62 of the Document and paragraphs 166-174 of the guidance.

9. **Residential Duties**

The pay committee will take account of agreements reached in the National Joint Council for Teachers in Residential Establishments in determining payments for residential duties.

Advice: See the Employers' Organisation website at www.lge.gov.uk The national agreements reached in the JNCTIRE are not binding in law and are only contractually binding if there is a clear statement to that effect in the contract of employment. If governing bodies wish to depart from the agreements reached in the JNCTIRE, negotiation should occur between the governing body and employees covered by the agreement in order to arrive at a mutually acceptable position.

10. Additional Payments

In accordance with paragraph 49 of the Document and paragraphs 175-185 of the section 3 guidance, the relevant body may make payments as they see fit to a teacher, including a head teacher in respect of

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- 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;
- additional responsibilities and activities due to, or in respect of, the provisions of services by the head teacher relating to the raising of educational standards to one or more additional schools.

The pay committee will make additional payments to teachers in accordance with the provisions of paragraph 49 of the Document where advised by the head.

Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

Advice: For the avoidance of doubt, overtime payments are not payable to reward voluntary additional cover, which is payable only by time.

Recruitment and retention incentives and benefits

The governing body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 50 of the Document and paragraphs 186-189 of the section 3 guidance).

The pay committee will consider exercising its powers under paragraph 50 of the Document where it is appropriate to do so.

Advice: Paragraph 50 of the Document provides considerable discretion to relevant bodies to pay recruitment/retention payments or provide other financial assistance, support or benefits where there is a general shortage of teachers, or to individual teachers in posts which are difficult to fill. The statements above are general and the governing body must be very clear about the basis for payments, which must be clearly stated and consistently applied.

Where the pay committee decides to pay periodic payments or provide other benefits over a period of time as a **recruitment** incentive, the payment can only be made for a fixed period not exceeding 3 years and must not be renewed (paragraph 50.2 of the Document). In the case of a similar periodic **retention** payment or benefit, the same provisions apply, except that they may, in **exceptional** circumstances be renewed (paragraph 50.3). Relevant bodies should be made aware that any monetary payments awarded under paragraph 50 are pensionable.

Advice: In relation to a head teacher, any ‘additional payments’ under this section will form part of the 25% limit on the use of all discretions, unless the governing body choose to use the ‘wholly exceptional circumstances’ discretion – see 3.1 of this policy. The governing body cannot make a recruitment or retention payment under paragraph 50 if they have already taken such reason (recruitment or retention) into account when determining the ISR under an earlier Document (see 3.1 of this policy for further advice).

11. General Teaching Council’s Fee Allowance

The pay committee will make payments in accordance with paragraph 51 of the Document.

12. Salary Sacrifice Arrangements

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement and his gross salary shall be reduced accordingly, in accordance with the provisions of paragraph 52 of the Document.