

# TEACHER PAY POLICY

## **A route to a positive future:**

Committed to providing a quality education to pupils with complex needs, including autism and sensory impairment in West Berkshire and Greater Reading



**Brookfields**  
Specialist SEN School

Reviewed: Summer 2020  
Due for Review: Summer 2021  
Policy Holder: D Mallam  
P Mitchell

## Brookfields School Equalities Statement

All pupils at the school are offered a broad, balanced, stimulating and relevant curriculum regardless of their background, culture or ability. Each pupil is valued for who they are and what they bring to the school. We appreciate and celebrate the richness of diversity within the school community as well as the wider community. Through the work we do across the school on developing Values, we actively promote the importance of tolerance, co-operation, courage, determination, friendship and respect. Through this approach, pupils develop independence, confidence and integrity which prepares them for their future lives.

### Introduction

This policy sets out the framework for making decisions on teachers' pay. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been consulted on with staff and the recognised trade unions. Appendix 5 contains details of the performance related bonus applicable to certain non-teaching roles.

### 1. Policy & Purpose

The overall aim of the pay policy is to ensure that all teaching staff are valued and receive recognition for their work and contribution to school life.

In adopting this policy, the aim is to:

- Maximise the quality of teaching and learning at the school.
- Enable the Governing board to manage the remuneration of staff in a non-discriminatory, responsible and transparent way, which complies with current employment law and school policy on the fair and equal treatment of employees and with the principles of public life, namely objectivity, openness and accountability.
- Support the recruitment and retention of a high-quality teacher workforce.
- Maintain and improve the quality of education provided for pupils in the school by having a whole school pay policy that supports the school improvement plan and reflects the agreed aims of the school.
- Challenge the staff to strive to achieve a minimum level of performance classed as 'good' and support them to achieve this.
- Support the equitable and objective determination of appropriate pay for staff under the school's appraisal policy.
- Provide for a staffing structure that will enable the school to achieve its aims and objectives under the school improvement plan on behalf of pupils and their families/carers.

Pay decisions at this school are made by the Governing board. The Governing board is committed to:

- Reviewing the pay policy annually against the targets set under the school improvement plan, the confines of the agreed budget and the Governing board's spending priorities. All decisions

on teachers' pay will be made within the terms of this policy. In making such decisions, the Governing board will act with integrity, confidentiality, objectivity and honesty and will be open about decisions made and actions taken.

## **2. The Pay Review Committee: Terms of Reference**

- a) The Governing board delegates responsibility for agreeing pay progression for all staff to the headteacher who will make decisions on classroom teachers' pay progression following receipt of pay recommendations from the Leadership Team, where appropriate, and reference to the Schools Standards. To be fair and transparent, assessments will be properly rooted in evidence. In this school we will ensure fairness by using a standard set of evidence for assessing performance, and by a moderation process carried out by the headteacher with the senior leadership team. After moderation, the headteacher will prepare a report to the Pay Review Committee before the end of the main review period (end of October). This will include enough information for the committee to be able to make a confident decision to approve the recommended pay decisions based on advice from the headteacher. After the committee meets, the ratified pay decisions will be communicated to teachers before the end of October.

Decisions relating to the pay of the headteacher will be the responsibility of the Pay Review Committee, who will take into account the headteacher's performance review.

- b) When considering pay recommendations (including that of the headteacher) the Pay Review Committee will consist of at least three governors. Governors on the Pay Review Committee should not be members of staff at the school. The headteacher may be consulted in an advisory capacity when considering recommendations for other staff.

### **The Pay Review Committee will have fully delegated powers to:**

- c) Ensure that the Pay Policy is implemented fairly with reference to staffing and financial budget plans.
- d) Achieve the aims of the Pay Policy in a fair and equitable manner within statutory and contractual obligations.
- e) Assure the Governing board that the criteria of the Pay Policy has been applied in determining the pay of each member of staff in the annual review.
- f) Inform governors of the effect on the forward staffing budget of implementing their pay recommendations as they are being implemented in the September preceding the April budget.

The Committee shall be required to:

- g) Minute all decisions taken and submit their minutes to be noted by the full Governing board.
- h) Keep abreast of relevant developments and advise the Governing board when the Pay Policy needs to be revised.

### **3. Determining Salary for New Appointments**

#### **3.1 Classroom Teachers (All Teachers Other than Leadership Group)**

The Governing board will delegate to the headteacher the responsibility to determine the pay range for a vacancy prior to advertising. On appointment, the headteacher will determine the starting salary within that range to be offered to the successful candidate.

In determining the salary range for a vacant post within the overall minimum and maximum limits, provided for within the School Teachers Pay and Conditions Document (referred to hereafter as the STPCD), the headteacher may take into account a range of factors, including, but not limited to:

- The nature of the post including any additional responsibilities not covered by a TLR.
- The level of qualifications, knowledge, skills and experience required.
- The wider school context at the time of the application.
- Market conditions including scarcity of skills.

In determining the specific starting salary for a successful applicant, the selection panel will take into account the applicant's relevant career history, previous salary, skills and qualifications based on the evidence collected through the selection process, including references.

Offers of employment to qualified Classroom teachers may be on the main pay range or upper pay range, depending on the requirements of the role and provided there is scope within the established pay range for the post to award a starting salary on the upper pay range and on the condition that there is sufficient evidence collected through the selection process that the teacher meets the relevant criteria (see 5.2).

Teachers without QTS will be placed on the pay range for unqualified teachers.

In determining the salary range for a post in which the primary purpose is modelling and leading improvement of teaching skills (leading practitioners), an individual post range within the overall pay range for leading practitioners will be determined, having regard to the challenge and demands of the post as well as internal pay relativities.

Additional allowances may be awarded to new appointments where the headteacher in consultation with the Governing board, deems this to be appropriate (see Section 6). Specifically, where market conditions are deemed to be a factor, a recruitment allowance may be awarded if the criteria in 6.2 have been met.

#### **3.2 Leadership Group**

The salary range for all staff paid on the leadership spine will consider the provisions of the STPCD together with any broader responsibilities that may attach to the role.

##### **Headteacher**

In the event of the post of Headteacher becoming available the Governing board will adopt the adapted West Berks Relocation Policy in order to attract candidates from outside of the locality. Full details of what this entails can be seen in the policy document (Appendix 4).

The Individual School Range (ISR) of 7 points for the headteacher will also be determined by reference to the school group size and the appropriate positioning of the pay range of any deputy or

assistant headteacher at the school. A fresh determination of the ISR will be made every time there is a need to advertise the post, or at other times at the discretion of the pay committee.

## **Deputy Headteachers and Assistant Headteachers**

The 5 point salary range for deputy headteachers and assistant headteachers shall be determined taking into account the appropriate positioning of the pay range of the headteacher and any other member of the leadership group at the school.

In the event of a Deputies post becoming available, the Governing board will adopt the adapted West Berks Relocation Policy in order to attract candidates from outside of the locality. Full details of what this entails can be seen in the policy document (Appendix 4)

The Governing board may re-determine the pay range of a deputy or assistant headteacher where the role changes significantly. Additional allowances may be awarded to new leadership appointments where the Governing board deems this to be appropriate (see Section 6).

## **4. Pay Reviews and Progression**

### **4.1 All Teachers (Including Leadership Group)**

All teaching staff, including those on the leadership scale, will be provided with a salary statement to take effect from 1 September each year. This statement will contain details of the annual salary plus any allowances or safeguarded sums due to the teacher. This will be provided after pay decisions have been agreed by the headteacher.

All eligible teaching staff will have their pay reviewed annually. The Governing board will ensure annual pay reviews are carried out for all eligible teachers, other than the headteacher, by 31 October. The headteacher's annual pay review will be completed by 31 December. Where circumstances cause a delay to pay reviews, these will be completed as soon as reasonably possible after the deadline, ensuring affected teachers are regularly updated. Reviews may also take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and, where applicable, will give information about the basis on which it was made. It will be backdated to 1<sup>st</sup> September.

Appraisal reviews will be carried out by the Senior Leadership Team, Heads of Key Stages and Services, in order to ensure consistency and robustness of the process. Reviews will take place during the first half of the Autumn term and recommendations passed to the headteacher. The procedures for moderation and quality assurance of the process are detailed in the Appraisals policy (see page 6 of Appraisal Policy) and in point 2 of this policy.

All teachers can expect to receive regular, constructive feedback on their performance and are subject to an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. All teachers are expected to show sustained engagement with this process, including a mid-year review. The current arrangements for teacher appraisal are set out in the school's appraisal policy which should be read in conjunction with this pay policy.

Decisions regarding pay progression will be adjusted where appropriate to take into account special circumstances, for example long-term absence resulting from sick leave or maternity leave. A decision on what adjustments may be necessary will be made on a case-by-case basis depending on the exact circumstances.

## 4.2 Leading Practitioner

Qualified teachers at the top of the Upper Pay Scale who have been directed by the Headteacher to model and lead improvement of teaching and learning across the school, in addition to their classroom teaching responsibilities, shall be paid on the Lead Practitioner pay range.

The 5 point salary range for Lead Practitioners shall be determined taking into account the positioning on the pay range of Assistant Headteachers and Upper Pay Scale.  
(Appendix 2)

For any such post, the Headteacher and Governing Body may determine that different posts in the same school may be paid on different individual starting points within the leading practitioner pay range commensurate to the role they undertake.

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

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

- a) Coaching, mentoring and induction of teachers, including trainees and NQTs
- b) Disseminating materials and advising on practice, research and continuing professional development provision
- c) Assessment and impact evaluation, including through demonstration lessons and classroom observation
- d) Developing practice of teachers across the school, applicable to their role

They may also be required to work alongside colleagues from partner schools in support of teaching and learning.

## 4.3 Determining Pay Progression (Classroom Teachers including Lead Practitioners)

“Classroom teachers” for the purposes of this paragraph, includes all teachers other than the Leadership Group.

All decisions regarding pay progression effective from 1 September 2020 will be made with reference to teachers’ appraisal reports and the pay recommendations contained within them, and in accordance with the provisions of the STPCD 2020. In the case of newly qualified teachers (NQTs), the overall grade should also take into account any guidelines in the statutory induction process.

The school’s scheme for determining pay progression for classroom teachers is contained within Appendix 1. This scheme will be applied to pay determinations made with effect from 1st September 2020, resulting from evidence collected during the 2019/20 appraisal cycle.

4.3.1 The rate of progression will be differentiated according to an individual’s performance.

Main Pay Scale and Unqualified Pay Scale:

- *Three points for “Exceptional Performance”.*

- *Two points for “Effective Performance”.*
- *One point for “Developing Performance”.*
- *No points for “Unsatisfactory Performance”.*

Upper Pay Scale and Lead Practitioners:

- *Two points for “Exceptional Performance”.*
- *One point for “Effective Performance”.*
- *No points for “Developing Performance”.*
- *No points for “Unsatisfactory Performance”.*

See Appendix 2 for definitions of levels of performance and the amount of the corresponding pay increase.

All pay awards are subject to available headroom within the applicable pay range. The maximum point on each pay range is:

Main Pay Range	11
Upper Pay Range	9
Lead Practitioner Range	8
Unqualified Pay Range	11

4.3.2 A teacher who has made very good progress on, but not quite achieved a very challenging objective may have performed better and made a more significant contribution than a teacher who has met, in full, a less stretching objective. When making pay recommendations appraisers and the headteacher will take account of this and moderate their recommendations accordingly.

4.3.3 Part-time teachers will be treated equitably with regards to their contribution.

#### **4.3 Determining Pay Progression (Leadership Group)**

Teachers paid on the Leadership Range must demonstrate sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school and will be subject to an annual appraisal at which performance against objectives will be reviewed before any performance points will be awarded.

Annual pay progression within the range for this post is not automatic. The Governing board will consider whether to award: no increase, one progression point or two pay progression points. Two pay progression points will only be awarded in cases of exceptional performance.

## **5. Movement to the Upper Pay Range**

### **5.1 Applications and Evidence**

Any qualified teacher may apply to be paid on the upper pay range and any such application will be assessed in accordance 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.

### **5.2 Procedures for applications**

Applications to be paid on the upper pay range will be assessed once a year, after 31st October and before 30<sup>th</sup> November, to allow for appraisal reviews to take place.

Teachers whose applications are successful will be paid on the minimum of the upper pay range, backdated to 1st September of the same year.

Teachers may make one application in any year.

Applications should be made in writing to the headteacher and should be submitted by 31st October.

Applications should include a copy of the last two appraisal review statements, including any recommendation on pay and any additional documentation or data that the teacher wishes to be taken into account in the assessment of his/her application and that provide evidence of how the teacher meets the criteria for payment on the upper pay range.

The evidence should usually cover at least the previous two-year period. Employees who have been absent from work, for example due to maternity leave or extended sickness absence, will be able to use earlier appraisal evidence in support of their application and/or a statement and summary of evidence as outlined below.

The headteacher will assess each application (or will delegate the assessment to one or more members of the senior leadership team after which the assessments will be moderated by the headteacher).

The headteacher will write to the applicant on or before 30<sup>th</sup> November to inform him/her of the outcome of the assessment. This will be either;

- The application has been successful and the teacher will be paid on the upper pay range with effect from 1<sup>st</sup> September of the same year; or
- The application has not been successful, in which case the reasons for rejecting the application will be given together with details of how to appeal the decision if the teacher disagrees with it.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that school or schools. This school will not be bound by any pay decision made by another school.

In the event that information from appraisals is not applicable or available, a statement and summary of evidence, designed to demonstrate that the applicant has met the assessment criteria, should be presented instead giving valid reasons.

### 5.3 Assessment

An application from a qualified teacher, with at least 4 years QTS will be successful where the Governing board is satisfied that:

- a) The teacher is highly competent in all elements of the Teachers Standards; and
- b) The teacher's achievements and contribution to the school are substantial and sustained.
- c) The teacher's performance has been judged as "Exceptional" (see Appendix 2)

For the purposes of this pay policy,

The meaning of "highly competent in all elements of the Teachers' Standards" is detailed in the school Appraisal policy document Annex 1 and means:

- that the teacher's practice is secure, well-informed and consistently good or outstanding that the teacher is able to design and lead CPD sessions and programmes and actively does
- that the teacher is able to contribute to the professional development of others and actively does through coaching and/or mentoring, with evidence of improvement (within the school or at other schools)
- that the teacher is able to evaluate learning and teaching effectively and contributes to the wider evaluation within school

Substantial and sustained achievements and contribution means:

- that the teacher makes a distinctive contribution to the closing of pupil's progress and attainment gaps;
- that the teacher contributes more broadly to the life of the school; clubs/extra-curricular activities, curriculum enrichment beyond own class.
- that the teacher actively participates in coaching/mentoring opportunities
- that the teacher ensures the children have a consistently outstanding learning environment
- that the teacher's marking and feedback of children's work is outstanding if this applies or the collaboration with team members is outstanding
- that such contribution has been maintained over a period of time; this will usually require the assessor to be assured that the last two appraisal reports demonstrate the teacher has met the required standard.

The initial assessment will be made by the headteacher, assessing against the criteria above, ensuring that the contribution of a part-time teacher is considered equitably bearing in mind his/her working hours commitment.

### 5.4 Notification and Feedback

The headteacher will provide written feedback to the teacher within 10 working days of the appraisal review.

Feedback for unsuccessful teachers will have a developmental focus, stating specifically which criteria were met and which were not met, and confirming the right to appeal. Any appeal against a decision not to move the teacher onto the upper pay range will be heard under the school's pay appeals procedure (see Section 9).

## 5.5 Pay Progression for Successful Applicants

Successful applicants will be moved onto the upper pay range from 1 September of the calendar year they applied. It is the school's policy to place teachers who have successfully applied to access the upper pay range on the minimum of the range.

## 6 Allowances & Other Payments (Teaching Staff)

### 6.1 Teaching and Learning Responsibility Payments (TLR's)

We do not currently have any TLR1s

#### TLR2s

TLR2s are awarded to the holders of the posts indicated in the school's staffing structure, which is attached to this Pay Policy. TLRs are awarded where the Governing board is satisfied that the additional responsibilities are significant and meet the criteria specified in the STPCD. A temporary TLR may be awarded for a specific short-term responsibility and the reasons for the temporary appointment will be clearly explained. (Example- temporary appointment pending a review of that curriculum area).

The possible range of values for TLRs is summarised in the table below. Current TLR values are detailed in Appendix 2.

A TLR2 can also be awarded on a fixed term basis.

Significant additional responsibility that:	TLR1	TLR2	TLR3
Is focused on teaching and learning	✓	✓	✓
Requires the exercise of a teacher's professional skills and judgement	✓	✓	✓
Requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum	✓	✓	
Has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils	✓	✓	✓
Involves leading, developing and enhancing the teaching practice of other staff	✓	✓	
Includes line management responsibility for a significant number of people	✓		

#### TLR3s

The Governing board may award a fixed-term TLR (a TLR3) to a classroom teacher who has been given a time-limited school improvement project or one-off externally driven responsibilities. To award a TLR3, the Governing board must be satisfied that the significant responsibility is one not

required of all classroom teachers and which is focussed on teaching and learning, requires the exercise of a teacher's professional skills and judgement and has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils.

It is possible to hold a TLR3 and another TLR at the same time.

The duration of the fixed term will be established at the outset and payment will be made monthly during this period. Pay safeguarding will not apply at the end of the fixed period.

Staff awarded a TLR may be allowed additional non-contact time in order to carry out some of the responsibilities associated with the TLR. The amount of non-contact time allowed for each TLR will be reviewed by the Headteacher to meet the requirements of the school.

## **6.2 Recruitment and Retention Allowances**

The Governing board will, in exceptional circumstances, consider the award of a recruitment or retention allowance for posts where the Governing board anticipates or encounters recruitment and/or retention difficulties. In determining whether a post will be eligible for a recruitment and retention allowance the Governing board will take into account the following factors:

- Whether the post has had to be re-advertised due to insufficient quantity and/or quality of applicants;
- Whether previous recruitment to posts of a similar nature has proven difficult;
- Whether there has been a high rate of staff turnover;
- Any other relevant circumstance that the Governing board believes is having a detrimental impact on the recruitment and retention of staff.

Where such an incentive or benefit is awarded the Governing board will determine:

- Whether the award is for recruitment or retention;
- The nature of the award (e.g. cash sums, travel, housing costs, etc.) and its value;
- When/how it will be paid\*;
- The start date and expected duration of the award (unless it is a one-off award);
- The review date after which the award may be withdrawn;
- The basis for any uplift that may be applied.

(\*Allowances may be paid monthly, paid wholly or in part as a lump sum subject to satisfactory completion of service in the previous year or paid by a combination of the two methods.)

Allowances paid to the headteacher will be subject to the overall limit on discretionary payments contained within the STPCD.

The Governing board will conduct regular formal reviews of all recruitment and retention awards and will withdraw awards where the circumstances no longer justify their continued payment.

## **6.3 Special Educational Needs Allowances (SEN) allowances**

6.3.1 A SEN allowance will be paid to all qualified teachers teaching at Brookfields.

6.3.2 The annual value of the allowance to be awarded in 2019/20 is SEN1 - £2,209. An alternative SEN payment (SEN2 - £4,359) may be awarded to teachers with a level 8 qualification specified in their job description.

6.3.3 A teacher may be paid both a TLR and a SEN allowance, where appropriate.

## **6.4 Unqualified Teachers**

6.4.1 Unqualified teachers may be employed at Brookfields to carry out 'specified work' if they are:

- Overseas trained teachers (though they may also be paid as qualified teachers); or
- Students on an employment-based route to qualified teacher status; or
- Employed to give 'instruction in any art, skill, subject or group of subjects who have special qualifications and/or experience.'

6.4.2 Specified work includes;

- Planning and preparing lessons and courses for pupils;
- Delivering lessons to pupils;
- Assessing the development, progress and attainment of pupils; and
- Reporting on the development, progress and attainment of pupils.

6.4.3 See Appendix 2 for pay range.

## **6.5 Additional payments**

The Governing board may make additional payments to all teachers (including the headteacher) who agree to undertake such activities in the following limited circumstances. Additional payments will be calculated at a daily or hourly rate with reference to each teacher's actual pay spine position or, where appropriate and following consideration by the Pay Review Committee, at a higher level reflecting the responsibility and size of commitment.

The Governing board recognises that such activities are entirely voluntary and that some teachers' commitments will make it difficult for them to undertake such activities.

### **6.5.1 Continuing Professional Development outside the school day**

The Governing board has decided not to exercise its discretion to make payments to teachers in relation to continuing professional development activities outside of the school day.

Where teachers cannot attend CPD organised outside the school day, the school will endeavour to offer suitable alternative training arrangements within directed time in line with its commitment to equal opportunities.

### **6.5.2 Activities relating to the provision of initial teacher training**

The Governing board has decided to exercise its discretion to make payments to teachers with regard to the provision of initial teacher training as part of the ordinary conduct of the school.

### **6.5.3 Participation in out-of-school hours learning activity**

The Governing board has decided not to exercise its discretion to make payments to teachers with regard to participation in out-of-school hours learning activities.

### **6.5.4 Responsibilities and activities related to services raising the educational standards to one or more additional schools**

The Governing board has decided to exercise its discretion to make payments to teachers with regard to additional responsibilities and activities due to, or in respect of, the provision of services related to the raising of educational standards to one or more additional schools.

This only applies to staff where the tasks are not included in their job description.

## **6.6 Honoraria**

The Governing board will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision with the 2019 STPCD for the payment of bonuses or honoraria in any circumstances

## **7. Acting Allowances**

- 7.1 A teacher who is appointed by the Governing board as acting headteacher, deputy headteacher or assistant headteacher, should be paid an acting allowance to bring his/her salary to at least the equivalent of the minimum point of the range for the post.
- 7.2 If the headteacher is absent from school, the deputy headteacher is required, as part of his/her statutory professional duties, to undertake the duties of the headteacher. Therefore, no additional payment would normally be made in the event of an unplanned and/or short-term absence of the head, such as illness or attendance at a training event. However, if the absence is prolonged, the Governing board must make a decision, within four weeks of the first date of absence, about whether an acting allowance should be paid to the deputy head. This may be backdated to the first date when he/she assumed the duties of the headteacher.
- 7.3 Similarly, if another teacher is asked to assume the duties (on a continuing basis) of the headteacher, deputy headteacher or assistant headteacher without a formal appointment to the acting role, the Governing board must make a decision within four weeks whether to pay an acting allowance, and from what date.

## **8. Part-time teachers**

- 8.1 Part time teachers are entitled to be paid salary and allowances (where applicable) pro rata to the proportion of the timetabled school week that they are timetabled to work. The full-time salary will be determined and then the pro rata calculation applied. The same calculation is used to determine the proportion of directed time for part time teachers.
- 8.2 For example, a teacher employed to work five morning sessions a week in a school where the morning session is three hours and the afternoon session is two hours would be paid  $15/25 = 60\%$  of the full-time salary post.
- 8.3 Part time teachers cannot be required to attend parent's evenings, in-service training or staff meetings on days/times when they are not timetabled to work, although they may attend voluntarily. The headteacher should ensure that all such activities are covered by the teacher's directed time or adjust the pro rata calculation to include them.
- 8.4 Where a specific TLR is awarded to one or more part-time staff, consideration should be given as to whether it is appropriate to pro-rata the value of the TLR, or not. If the responsibilities of the TLR are mainly carried out in directed time, then the value of the TLR will usually be pro-rata.

## **9. Pay Appeals**

### **9.1 All Teachers (Including Leadership Group)**

In the event of a teacher seeking reconsideration of a pay decision he or she should first seek to resolve the matter informally through discussion with the decision-maker (usually the headteacher or the Chair of the Pay Review Committee) within 10 working days of the notification of the decision.

Where this is not possible, or the matter is still unresolved, the teacher may put his/her concerns in writing to the Pay Review Committee within 10 working days of the original decision, or the outcome of the informal discussion. The Pay Review Committee should convene a hearing within 10 working days to consider the teacher's concerns and afford the opportunity for him/her to make representations in person, accompanied by a trade union representative or work colleague if desired. The teacher should be informed, in writing, of the outcome of the meeting within 5 working days and notified of the right of appeal, where applicable.

If the teacher wishes to appeal against the decision of the Pay Review Committee, he/she should do so within 10 working days of the written notification of the Pay Review Committee's decision, setting out the grounds for appeal. Any appeal against the decision of the Pay Review Committee should be heard by a panel of governors who were not part of the original pay decision. The appeal hearing should normally be held within 20 working days of the date of the written appeal notification, giving the teacher at least 10 working days' notice of the date of the appeal.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination. That the person or committee by whom the decision was made:

- Incorrectly applied a provision of the policy;
- Failed to have proper regard for relevant statutory guidance;
- Failed to take proper account of relevant evidence;
- Took account of irrelevant or inaccurate evidence;
- Was biased;
- Otherwise unlawfully discriminated against the teacher.

The appellant also has the right to see all relevant papers and to be accompanied by a trade union representative or a work colleague.

If the appellant wishes to submit any written evidence as part of his/her appeal, then he/she must do so at least 5 working days prior to the appeal hearing.

Where an appeal has been submitted by a member of staff other than the headteacher, and they are appealing against the decision of the Pay Committee, it will be for the Chair of that committee to determine whether a representative of the committee and/or the headteacher should be present to defend their decision.

An agenda for hearing a pay appeal is included as Appendix 3 to this policy.

The decision of the appeal committee should be notified in writing to the teacher within 10 working days of the appeal hearing. If the appeal is rejected then the appeal committee should explain the reasons for their decision.

This procedure fulfils the function of the grievance procedure and therefore pay decisions cannot be reopened under the general grievance procedure.

## **10. Access to Salary Records**

Staff may have access to their salary records by giving reasonable notice during term time to the School Business Manager.

## **11. Policy Review**

This policy will be reviewed annually following the publication of the School Teachers' Pay & Conditions Document or earlier if required by the Governors.

## **APPENDIX 1**

### **PAY PROGRESSION FOR CLASSROOM TEACHERS**

This appendix explains how pay progression will be determined for classroom teachers with effect from 1<sup>st</sup> September 2021. Progression through the pay ranges set out below will be solely on the basis of performance, as determined through the school's appraisal process.

#### **Pay Structure**

The school recognises, and adheres to, the minimum and maximum of the established pay ranges as outlined in the School Teachers' Pay and Conditions Document (STPCD). These salary figures reflect those applicable for the 2020/21 academic year and will therefore be updated for 2021/22.

For the purposes of determining pay progression, the school uses reference points within the minimum and maximum as outlined in the tables below. This school will use the discretionary reference points within the unqualified, main and upper pay ranges, with additional points halfway between the reference points and, in the case of the Upper Pay Range, a further set of halfway points halfway between the existing points. Thus, the Governing board will have a potential 11 points on the main pay range, 9 points on the upper pay range and 11 points on the unqualified pay range on which to pay its classroom teachers. For teachers awarded a rate of progression of "2 points", the number of years to progress from the bottom of each pay range to the top of the range will be the same as the minimum number of years required to progress from the bottom to the top of the equivalent range used previously.

**APPENDIX 2 – pay ranges for classroom teachers 2019/20 [Awaiting update from West Berkshire with Sep 2020 values]**

Main Pay Range (from 1.9.19)		Upper Pay Range (from 1.9.19)	
Salary point	Annual salary	Salary point	Annual salary
M 1	24372.30	U 1	37653.77
M 2	25335.07	U 2	38002.60
M 3	26297.84	U 3	38351.44
M 4	27355.13	U 4	38700.27
M 5	28412.43	U 5	39049.11
M 6	29505.69	U 6	39409.25
M 7	30598.95	U 7	39769.39
M 8	31804.21	U 8	40129.53
M 9	33009.47	U 9	40489.67
M 10	34313.32		
M 11	35617.17		

TLR Values Values £/annum (from 1.9.19)					
TLR 2a	£2,795	TLR3a	£554	TLR3d	£2,096
TLR 2b	£4,654	TLR3b	£1,048	TLR3e	£2,620
TLR 2c	£6,828	TLR3c	£1,573	TLR3f	£2,756

**Lead Practitioner Scale**

LP4	£44,435
LP5	£45,542
LP6	£46,684
LP7	£47,941
LP8	£49,048

**Unqualified Teacher Proposed Pay Points**

Unqualified Pay Range (from 1.9.19)	
Salary point	Annual salary (from 1.9.19)
M 1	17681.22
M 2	18709.75
M 3	19738.28
M 4	20765.78

M 5	21793.28
M 6	22821.80
M 7	23850.33
M 8	24879.37
M 9	25908.41
M 10	26936.43
M 11	27964.44

Leadership Pay Points (from 1.9.18) excluding top of headteacher school group values			
Headteacher Group Size	Ref points	Min	Max
<b>Group 1</b>	6-18	46456.36	61807.21
<b>Group 2</b>	8-21	48807.28	66516.24
<b>Group 3</b>	11-24	52642.94	71589.01
<b>Group 4</b>	15-27	56578.26	77047.09
<b>Group 5</b>	18-31	62425.76	84975.28
<b>Group 6</b>	21-35	67182.06	93731.63
<b>Group 7</b>	24-39	72305.18	103333.62
<b>Group 8</b>	28-43	79747.36	114059.69

## Appraisal Reports and Performance Ratings

As outlined in section 4.1, all teachers can expect to receive an annual appraisal and a written appraisal report including an assessment of performance. The details of how the scheme will operate, including the evidence which will be used to assess performance, are contained within the school's Appraisal Policy. The appraisal report will include an overall performance rating for the purposes of determining pay progression in the main pay range.

These performance ratings are subject to moderation in accordance with the arrangements outlined in the Appraisal Policy.

The performance ratings for pay decisions effective from 1st September 2019 are shown below:

**1 - Exceptional Performance:** means that the teacher consistently meets all the relevant Teachers' Standards with impact significantly above expectations and performance regularly exceeds expectations of a teacher with his/her relevant experience in their current role. Teaching has many strengths and very few areas for development and the teacher has met or exceeded his/her targets and objectives, again with significantly high impact on outcomes. Any aspect of performance which does not consistently exceed expectations is due to events outside his/her control, despite every reasonable effort on their part to mitigate for these circumstances. The teacher regularly contributes to improving the efficiency and effectiveness of the wider school through his/her own work and participation in the work of others. There is evidence of a significant contribution to the wider work of the school and, where the teacher has management responsibilities, he/she must be judged to be discharging these effectively.

**2 - Effective Performance:** means that the teacher consistently meets all the relevant Teachers' Standards and performance generally meets expectations, and may sometimes exceed expectations, of a teacher with his/her relevant experience in their current role. Teaching always has strengths and few areas for development and the teacher has met his/her targets and objectives. They have managed their objectives well and acted proactively to try and mitigate any circumstances beyond their control which may have meant meeting them was compromised. The teacher contributes to improving the efficiency and effectiveness of the wider school through his/her own work and participation in the work of others. There is evidence of a wider contribution to the work of the school and, where the teacher has management responsibilities, he/she must be judged to be discharging these effectively.

**3 - Developing Performance:** means that the teacher meets all the relevant Teachers' Standards and that performance sometimes, but not always, meets expectations of a teacher with his/her relevant experience in their current role. Teaching has some strengths but these are outweighed by areas for development. The teacher may be supported by a Development Plan. The teacher has largely met his/her targets and objectives. The teacher sometimes contributes to improving the efficiency and effectiveness of the wider school through his/her own work and participation in the work of others. Where the teacher has management responsibilities, he/she must be judged to be discharging these effectively. Any classroom teacher falling into this category will be supported through a time limited action plan.

**4 - Unsatisfactory Performance:** means that the teacher does not regularly meet the Teachers' Standards and performance regularly falls below that expected of a teacher with his/her relevant experience in their current role. Teaching requires a significant improvement. The teacher's progress against targets and objectives is limited and they have not managed this work well. The teacher requires extensive support and does not contribute to improving the efficiency and effectiveness of the wider school through his/her own work or participation with the work of others. Any member of staff falling into this category should already have been supported through a time limited action plan and where improvement is still not adequate, the capability process would be invoked.

In addition, for teachers paid on the Upper Pay Range or Leadership Pay Range, the performance will be rated as Unsatisfactory if the criteria relating to moving to the Upper Pay Range are not met ie 1 Highly Competent and 2 Substantial and Sustained achievements. The full definition of these terms is given in section 5.3.

These descriptors will be applied adopting a 'best fit' approach. An individual teacher's performance may not exactly match all the criteria but the overall evidence base should clearly fit one category more closely than another. Performance ratings will be linked to a pay recommendation as follows:

### **Upper Pay Range**

Any classroom teacher who is successful in application to move to the Upper Pay range will be placed on the 1st point of the range. Progression will be possible every year up to the top of the Upper Pay range. The appraisal report will include an overall performance rating for the purposes of determining pay progression in the Upper Pay Range as for the main pay range. To progress through UPS your performance will need to be Effective or Exceptional. For those teachers at the top of the UPR, if they have 4 subsequent years of Exceptional performance, they will be awarded a recruitment and retention allowance. The value of this allowance will be reviewed each year.

## **Pay Recommendations**

Decisions about whether or not to accept a pay recommendation will be made by the headteacher who will be accountable to the relevant Governing board's Committee, having regard to the appraisal report and taking into account advice from the senior leadership team. The relevant Governing board Committee shall feed back to the Governing board.

## **Review**

The Governing board will review the operation of this scheme on an annual basis and reserves the right to change the scheme at any time, subject to prior consultation. Teachers will be notified of any changes which may affect their future pay progression. The Governing board will consider its approach in the light of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels.

## **APPENDIX 3**

### **AGENDA FOR PAY APPEAL HEARING**

(An appeal against a pay decision by a headteacher will need to be modified accordingly)

Brookfields Special School

(DATE)

(TIME)

1. Introduction of all those present.
2. The appellant and/or his/her representative to present his/her reasons for appeal with any supporting evidence and calling witnesses\* if applicable.
3. The representative of the Pay Review Committee/headteacher to ask questions of the appellant and witnesses\* if applicable.
4. The Appeal Committee to ask questions of the appellant and witnesses\* if applicable.
5. The representative of the Pay Review Committee/headteacher to respond to the appellant's appeal and calling witnesses\* if applicable.
6. The appellant and/or his/her representative to ask questions of the representative of the Pay Review Committee/headteacher.
7. The Appeal Committee to ask questions of the representative of the Pay Review Committee/headteacher.
8. The appellant and/or his/her representative to summarise.
9. The representative of the Pay Review Committee/headteacher to summarise.
10. Hearing to be adjourned whilst all parties, except the Appeals Committee, their adviser and the Clerk, leave the room.
11. The parties will be recalled and if the Appeals Committee has reached a decision this will be confirmed.

\*Where witnesses are called it is usually advisable that they are called in one at a time. They should be questioned by the other party and the panel, if necessary, before being asked to leave and the next witness called in.

## APPENDIX 4 – Relocation expenses policy (adapted from West Berkshire)

### Document Control

<b>Document Ref:</b>	HRRELOC	<b>Date Created:</b>	1999
<b>Version:</b>	1.1	<b>Date Modified:</b>	July 2014
<b>Revision due</b>	June 2017		
<b>Author:</b>	Jane Milone	<b>Sign &amp; Date:</b>	
<b>Chair of Governors:</b>	Robert O'Reilly	<b>Sign &amp; Date:</b>	
<b>Equality Impact Assessment: (EIA)</b>	Date undertaken:	July 2014	
	Issues (if any):	none	

### Change History

Version	Date	Description	Change ID
0.1	July 2014	Revised to update format and clarify the process	

### Related Documents

Reference	Title	Tier
	Recruitment and Selection Policy, Procedure and Guidance	

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## **1. Purpose**

To assist newly appointed employees in meeting the costs of relocation incurred as a result of taking up employment with Brookfields School.

To assist the School in recruitment by providing an additional incentive for candidates for posts which may be harder to fill.

This policy has been adapted from the West Berkshire Council corporate relation policy, version 1.1 (July 2014).

## **2. Applicability**

The terms of the scheme apply to individuals who are newly appointed to employment with the Council:

- on a permanent contract of employment, or a fixed term contract of at least two years; and
- who move from outside a 30 mile radius of the new work location, closer to the new place of work; and
- who incur costs as a result of the move.

For an employee to be eligible for payment under the scheme, the job advertisement must state that relocation expenses apply to the appointment.

## **3. Responsibilities**

The Chair of Governors is responsible for:

- determining whether the relocation scheme will apply to a post being advertised for appointment;
- including a reference to the relocation scheme in the text of the advertisement submitted to HR;
- determining the maximum amount that will be paid and what expenses or payments will be covered;
- agreeing payment of relocation expenses, where applicable, with the new employee;
- informing HR of the content of the agreement to pay relocation expenses (cost limit and items payable).

Human Resources is responsible for:

- advising managers and employees on the application of the scheme;
- keeping a copy of the agreement on the personal file.

Payroll is responsible for:

- processing claims for payment;
- keeping a record of all claims paid with receipts.

The employee is responsible for submitting claims promptly and in the agreed format, with supporting receipts or other documentation as required.

## **4. Text for advertisement**

Where the Chair of Governors has determined that the relocation scheme will apply, the advertisement text should include the following; “The School’s relocation expenses scheme will apply to this post.”

## **5. The scheme**

The scheme only applies to the recruitment of Headteacher and Deputy Headteacher posts. All costs arising from the relocation scheme will be met from the service budget.

The absolute upper limit on payments is £8,000 for a Headteacher and £4,000 for a Deputy Headteacher post.

The Chair of Governors has discretion to set a lower limit and should therefore determine, before the post is advertised, what the overall financial limit will be for expenses under this scheme for a particular post.

The Chair of Governors has discretion to determine which expenses an employee may claim, and whether to make a payment for ‘setting up expenses’. Therefore, on appointment, the Chair of Governors should agree with the employee what expenses will be paid (see sections 6 and 7 below) subject to the overall financial limit.

Employees will only be reimbursed for actual costs incurred, supported by receipts or other documentation as appropriate, which must be solely due to relocation for the purpose for taking up employment with the Council.

In order to obtain tax relief on up to £8,000 of approved expenditure, payment must be made in the tax year the employee relocated, or by the end of the following tax year.

If an upfront payment is made for setting up expenses (see section 6 below) this will be taxable.

Subject to the maximum limit determined by the Chair of Governors:

- The total cost of relocation assistance should not exceed the lower of 40% of the new employee’s starting salary or £8,000; and
- Employees on fixed term contracts of less than four years will be limited to a maximum of £2,000 for each year of the contract.

## **6. Setting up expenses**

A lump sum advance payment of up to a maximum of £3,000 may be made to new employees who are relocating and setting up a new home.

This payment is intended to assist employees with:

- securing temporary accommodation; and/or
- the purchase of furnishings, transfer and connection of appliances; and/or
- any other essential costs associated with relocation.

If this setting up payment is made the Chair of Governors may restrict the employee from submitting claims for some or all of the expenses in section 7. Such restrictions will be made clear at the time of agreeing a setting up sum.

This advance payment will be taxed in accordance with HMRC rules.

Expenses which may be claimed.

Travelling expenses when relocating from outside UK in respect of:

- Cost of air travel fares when relocating from another country; and
- Cost of a taxi or second-class rail fare from the airport to the employee's initial destination.

Deposit for rented accommodation.

Travel and overnight accommodation costs associated with house-hunting:

50% of actual costs incurred or a payment of up to £500 (whichever is lower) for one house-hunting trip for the employee and his/her family.

Costs of buying and selling property including:

- solicitors' fees;
- estate agent's fees;
- valuation costs;
- fees for land registry and local searches;
- basic property survey fees; and
- stamp duty.

Costs of removal, including insurance, from the old home to his/her new home, based on the lower of two quotations for:

- one set of removal costs; and (if necessary)
- temporary storage of furniture for a period not exceeding six months.

Evidence of the two quotations and the actual costs incurred must be provided. If the employee wishes to use a more expensive company, he/she must meet the difference in cost him/herself.

Temporary subsistence expenses, for or a period of up to six months. The employee may claim either:

- Whilst two homes have to be maintained, up to £60 per week subsistence expenses plus a sum equivalent of a second class return rail fare home per 4-week period; or
- Home to work mileage expenses of up to £60 per week where an employee commutes a distance exceeding 30 miles, and where the Chair of Governors considers the distance to be reasonable. This allowance is taxable.

Evidence of circumstances may be requested.

## **7. Claims and payment**

No payments can be made until the employee starts work for the School.

Where possible, invoices should be made out to Brookfields School in order that the School may pay the invoice directly. The employee will be recharged in event of any excess.

If direct invoicing is not possible, the employee should submit a claim for reimbursement of expenses incurred, supported by the appropriate receipts and any other documentation required (e.g. quotations).

All claims must be:

- submitted to payroll on the School's [travel claim form](#); and
- supported by appropriate invoices, receipts or other documents; and
- authorised by the Chair of Governors.

Where options 8.2 or 8.3 are not available or viable, the School may raise a payment, subject to the approval of the Chair of Governors.

When the total payments made reach the sum that has been agreed between the Chair of Governors and the employee no further payment will be made under the scheme.

**Undertaking to repay in the event of leaving the School's employment**

Permanent employees who resign and leave the School within three years of appointment must repay the costs of expenses received under the scheme as follows:

- if leaving within 1 year of taking up appointment with the School, all expenses paid must be repaid.
- if leaving after one year of employment, the total sum of expenses to be repaid will be reduced by 1/24th for each month's service after the end of the first year.

The repayment clause is applicable if an employee leaves to take another job within the same local authority.

Employees on fixed term contracts must repay any relocation expenses that have been paid if they leave the School before their contract is due to expire.

All employees intending to claim under the scheme must sign a repayment agreement. This will be issued by Human Resources. No payment will be made prior to receiving a completed and signed agreement from the employee.

Employees who are made redundant or retire early on the grounds of permanent ill health or efficiency will not have to repay expenses under the scheme.

## **8. Record keeping**

A copy of the repayment agreement will be kept on the personal file within Human Resources.

Payroll will keep a record of everything paid and will hold copies of receipts on file.

Copies of claims authorised should be kept within the authorising service for future reference.

## Appendix 1 – Brookfields School Relocation Scheme Repayment Agreement

*Before any payment can be made under the terms of this scheme, the employee must complete and sign the undertaking below.*

Name	
Date of appointment	
Post title	
Service	
Maximum expenditure agreed under the relocation scheme	
Specific items agreed or excluded	

I confirm my appointment to Brookfields School and that I have accepted the offer of financial support in accordance with the relocation scheme, as set out in the table above.

I undertake to repay any sums paid under the relocation scheme as follows;

- In the event of my leaving the School's employment within 1 year of taking up the post, I will repay in full the expenses paid.
- If I leave within the second or third year of employment, I will repay the total sum of expenses paid but reduced by 1/24<sup>th</sup> for each month's service.

The repayment clause is applicable if an employee leaves to take another job within the same local authority.

I authorise any such amounts owing by me to the School to be deducted from the final salary and/or other allowances payable to me by the School on termination of my employment, should I leave my post within the timescales specified.

I confirm that I have a copy of the relocation scheme and that I have read and understood it.

Signed	
Date	

Signature of Chair of Governors	
Date	

Please send a copy of this completed and signed agreement to Human Resources

## **APPENDIX 5 – performance related bonuses**

A performance related bonus is applicable to certain non-teaching roles. Currently this is limited to the fundraising trailblazer role, graded at Band F.

The purpose of this role is to apply for grants and funding that relate to projects in the school development plan or that will meet other aims of the school. The agreement of the Headteacher should be sought before any grant applications are submitted. Any Funds received with attached conditions will not count towards the bonus scheme unless prior Headteacher approval has been given.

The bonus will be calculated on the anniversary of the start date of the employee's contract and will be based on the date(s) that Funds are received in a Brookfields School bank account. The bonus will be determined by which one of the following bands the total amount of Funds raised falls in:

£0 to £75K: zero

More than £75K to £95K: 10% of salary

More than £95K to £115K: 20% of salary

More than £115K to £135K: 30% of salary

More than £135K to £155K: 40% of salary

More than £155K to £175K: 50% of salary

More than £175K to £195K: 60% of salary

More than £195K to £215K: 70% of salary

More than £215K to £235K: 80% of salary

More than £235K to £255K: 90% of salary

More than £255K: 100% of salary

At the Headteacher's discretion the bonus may be paid in instalments during the year.

At the Headteacher's discretion, any Funds raised in excess of £255K may be carried forward to a future bonus calculation period beyond the initial contract period.

In the above "salary" means the basic pay per annum for the contracted number of hours worked, excluding any bonus, overtime, honorarium or other payment.

## **APPENDIX 6 – Salary Payments**

### **Payment Discrepancies**

West Berkshire process all payroll transactions.

The school is committed to minimising the number of under and overpayments as far as practicable. Measures are in place to limit under and overpayments occurring, and these are continually reviewed by the School's HR Officer.

Payroll will correct any under or overpayments in a timely manner.

### **Recovery of overpayments**

Payroll, with the support of the School's HR Officer and the Headteacher where appropriate, will give the employee details of the overpayment. The parties will then reach agreement on repayment terms.

Where possible the overpayment must be recovered on the next pay date. Where this is not possible, for example where the amount is too large or recovery in one pay period would cause financial hardship, a repayment schedule can be agreed. The repayment term must not normally exceed the length of time over which the overpayment was made.

If the employee does not confirm their preferred repayment terms then deductions will commence in line with a written schedule provided by Payroll to the employee in advance of the first deduction.

Where an employee leaves before the overpayment is completely recovered, the outstanding balance will normally be deducted from the final salary payment. Where the final salary payment is insufficient to recover the balance, the employee will still be liable for the debt, which will be collected in line with the procedures for leavers.

When an employee has left the school and has been overpaid, or still owes an outstanding amount, Payroll will write to the former employee stating the gross and net amounts and requesting repayment. Repayment terms can be agreed over a period not normally exceeding the length of time over which the overpayment was made.

If the former employee does not respond, Payroll will raise an invoice via Accounts Receivable for the net amount repayable and appropriate recovery action will be taken.

### **Procedure for the repayment of underpayments**

The normal procedure is to correct the underpayment at the next pay day.

An employee can request an early payment when an underpayment has occurred and in particular circumstances, for example in cases of financial hardship although this is not guaranteed. Where the correction has to be verified, the request must be supported by the Headteacher who will inform the School's HR Officer who in turn will inform Payroll. The option for early payment is that payment is added to the next available bank transfer. Payroll can advise when payment would reach the account.

Payroll will calculate and make any statutory deductions applicable prior to payment and fully reflect these within the next pay slip.

## Roles and responsibilities

Employees have a responsibility to;

- Check the accuracy of their payslip.
- Seek clarification if they are unsure of any amounts on their payslip.
- Immediately report any discrepancy to the School's HR Officer.
- Repay any amounts overpaid to them.

The School has a responsibility to;

- Inform Payroll, in accordance with the appropriate process, of any new starter details and changes to contracts as soon as they are aware of them, and before the effective date of the change. Changes include changes in hours, changes to term time weeks, maternity leave (commencing or not returning from), secondments, removal of duties which incur additional allowances, and fixed term contract end dates.
- Ensure Payroll is notified of leaving dates as soon as they are aware of them and before employees leave the school, paying particular attention to the fact that a portion of the monthly pay is paid in advance. Headteachers should be aware that unrecovered overpayments will impact on their budgets. The leaver information must also include details of any under or overtaken annual leave.
- Ensure all temporary amendments to pay, such as overtime and expenses, are processed in a timely manner in accordance with payroll deadlines.
- Check the accuracy of information provided to Payroll.
- Inform Payroll immediately when an overpayment or other unexplained discrepancy has been reported to them by an employee.
- Support Payroll as appropriate when overpayments are made.
- Processing new starters and changes in an effective and timely manner, adhering to payroll deadlines, and reducing the potential for under and overpayments.

Payroll are responsible for;

- Processing information received in an effective and timely manner, reducing the potential for under and overpayments.
- Correcting underpayments when notified and in time for the next pay date, subject to payroll deadlines.
- Informing the employee when an overpayment has been made and the amount.
- Agreeing repayment methods and terms with the employee, supported by departmental HR and the line manager as appropriate.
- Instigating recovery procedures if the employee has left.
- Ensuring the payroll is adjusted accordingly

Signed: .....  
Policy Holder

Date: .....

Signed: .....  
Headteacher/Governor

Date: .....