



Pay Policy

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Next review due: by:	March 2022 Mrs Carolyn Ellis-Gage	

CONTENTS

PART 1	4
1. INTRODUCTION	4
2. STAFF PAY	4
3. MANAGING YOUR SCHOOL'S PAY POLICY	5
4. PRINCIPLES OF THE PAY POLICY	5
5. ROLES AND RESPONSIBILITIES	5
6. OPERATIONAL DECISIONS	6
7. SCHOOL BUDGET.....	7
8. SCHOOL IMPROVEMENT AND DEVELOPMENT PLAN.....	7
9. PAY DETERMINATION PROCEDURES.....	7
10. THE PAY COMMITTEE.....	8
11. APPEALS	9
12. RECOMMENDED TIMETABLE FOR ACTION	9
PART 2	11
MODEL PAY POLICY	11
1. INTRODUCTION	11
2. QUALIFIED TEACHERS	11
3. SHORT NOTICE / SUPPLY TEACHERS	12
4. UPPER PAY RANGE	13
5. UNQUALIFIED TEACHERS.....	14
6. DISCRETIONARY ALLOWANCES AND PAYMENTS.....	15
7. PART TIME TEACHERS.....	17
8. LEADING PRACTITIONERS	17
9. LEADERSHIP GROUP	18
10. ADDITIONAL PAYMENTS TO TEACHERS	22
11. RESIDENTIAL DUTIES	23
12. SUPPORT STAFF	23
13. SALARY PROTECTION / SAFEGUARDING	23
14. PAY DIFFERENTIALS.....	24
15. STAFFING BUDGET	24
16. RELATIONSHIP WITH THE SCHOOL IMPROVEMENT AND DEVELOPMENT PLAN .	24

17. PENSIONS	24
18. ACCESS TO DEVELOPMENT OPPORTUNITIES	24
19. EQUALITIES.....	25
20. CONSULTATION ARRANGEMENTS.....	25
21. COMMUNICATION ARRANGEMENTS	25
22. INITIAL DETERMINATION OF PAY.....	26
23. APPEAL AGAINST PAY DECISIONS	26
ANNEX 1	27
PAY AND PERFORMANCE MANAGEMENT APPEAL PROCEDURE.....	27
ANNEX 2 (A)	29
PAY APPEAL PROCEDURE	29
ANNEX 2 (B).....	30
PAY APPEAL PROCEDURE	30

MODEL PAY POLICY

PART 1

1. INTRODUCTION

Governing Bodies are fully responsible for how money is spent in their schools. This includes the decisions that are made concerning the pay and grading of all staff.

Under the terms of the School Teachers' Pay and Conditions Document, Governing Bodies have a statutory duty to have in place a pay policy that sets out the basis on which they determine pay, and to establish procedures for determining appeals.

This should ensure fair and equitable treatment for all staff and minimise the prospect of disputes or legal challenges to pay decisions.

2. STAFF PAY

School staff pay is affected by a complex range of legislation, and national and local pay agreements, that give Governors some flexibility to determine pay structures and levels to meet local circumstances.

Operating a sound pay policy will enable Governing Bodies to:

- Clearly define Governors' responsibilities
- Identify how pay and conditions issues will be managed in the school
- Allow staff to be confident that they will receive fair treatment under the arrangements approved by Governors
- Enable Governing Bodies to adhere to the requirements of Equal Pay and other relevant legislation
- Ensure confidentiality through the application of the policy.

Through a pay policy Governing Bodies will be able to:

- Determine the most effective allocation of funds
- Agree levels of pay for Head of School's, other leaders and teachers
- Determine the appropriate grade of support staff
- Decide how good performance in the school is to be recognised within the pay structure.

3. MANAGING YOUR SCHOOL'S PAY POLICY

For a pay policy to work effectively, a number of elements need to be present. These are:

- The principles underpinning the policy
- Roles and responsibilities
- Clarity about the operational decisions flowing from the policy
- Integration with the overall management of the school's budget
- Consistency with the delivery of the School Improvement and Development Plan
- Compliance with legislative requirements
- Defined pay determination procedures
- Decisions as to how the flexibilities in the Schools Teachers' Pay and Conditions Document will be used to be suit the school's needs
- A timetable for action.

4. PRINCIPLES OF THE PAY POLICY

Each Governing Body will need to decide upon the principles underpinning its pay policy. These principles are likely to cover a wide range of issues such as its approaches to salaries on appointment of all new staff, the basis on which increased responsibility is rewarded, the date on which it will determine the teachers' annual pay review, and pay progression following the annual appraisal cycle.

Section 9, Pay determination procedures, provides advice on how to go about developing your own policy.

Part 2 of this document gives a model pay policy that that will enable Governing Bodies to establish the policy for their own school.

5. ROLES AND RESPONSIBILITIES

5.1 Governors

Governing Bodies have the power to determine the pay for staff in their schools. Where a school pay policy has been adopted, Governors will wish to ensure that all pay decisions are made within the framework of that policy. It is expected that Governing Bodies will rely heavily on the recommendations of Head of Schools, or other line managers where appropriate, in making decisions about staff salaries with the exception of decisions about the pay of a Head of School.

School government regulations that cover withdrawal from Governing Body meetings (or committee meetings) also apply to discussions on pay. Staff Governors must withdraw from any meeting where consideration of pay or performance appraisal of any other employee are being discussed, and not vote on related matters.

5.2 Summary of Governing Body Responsibilities

The Governing Body should:

- Consider and adopt pay and appraisal policies that include the criteria for pay progression
- Determine which specific functions relating to pay should be delegated to others eg the Head of School
- Ensure that all policies are applied consistently and objectively
- Approve recommendations on salaries
- Monitor the outcomes of pay decisions
- Identify and consider the budgetary implications.

5.3 Head of School

Head of School, whether they are Governors or not, have a key role in supporting Governing Bodies in reaching decisions on pay. However, the Head of School must withdraw from any meeting where they have a pecuniary interest greater than the average member of staff and must not vote on their own salaries.

6. OPERATIONAL DECISIONS

Before seeking to make decisions about an individual's pay, the school's Governing Body will want to take an overview of how the application of pay will meet the school's needs. The more obvious factors that could be considered are whether:

- The school has problems in recruiting and retaining staff generally, or only in specific areas
- The current pay arrangements ensure that the school has the right balance of staff to deliver curriculum needs
- The school's staffing data on turnover, vacancies, sickness absence etc indicate any issues with the operation of the pay policy
- Monies are available within the school budget to pay current salaries and any pay advancements
- How the school will operate the flexibilities available to them under the School Teachers' Pay and Conditions Document

The Governing Body will need to undertake an annual review of pay for all teaching staff. This should be undertaken during the Autumn Term but no later than 31 October (31 December for the Head of School) when information will be available to help with the review of performance. Any decisions on pay will be backdated to 1 September. The specific items that form part of this review are:

- The Head of School's salary
- Other Leaders' salaries
- Teaching staff salaries

Although pay progression for support staff can be considered at any time, an annual review should still be undertaken in order to ensure that grading is still current. Reviews may also take place at other times of year to reflect any changes in circumstances or job contents that would lead to a change in the basis of calculating an individual's pay.

A written statement will be given to the employees affected after any review of their pay and, where appropriate, will give information about the basis on which a decision was made and their right of appeal.

7. SCHOOL BUDGET

The continued development and management of the pay policy will be determined by the structure of the school and will be subject to affordability.

8. SCHOOL IMPROVEMENT AND DEVELOPMENT PLAN

It is important to integrate pay with the School Improvement and Development Plan and Staffing Plan in order to provide opportunities to reward and motivate staff undertaking the tasks and responsibilities required to implement the Development Plan. Through consideration of these issues, Governing Bodies will be in a position to examine the pay of school staff against a clearer view of current and future needs. This should support the decision making process.

9. PAY DETERMINATION PROCEDURES

In order to undertake an annual review of the school's pay arrangements (including the pay of Head of School's and other leaders), Governing Bodies will wish to lay down clear ground rules as to how this will happen in their school. What follows is a suggested approach that Governing Bodies can adapt to their own circumstances.

Firstly, it is necessary to ensure that the Governing Body has adopted a pay policy, together with a performance management and appraisal policy that set out how pay is linked to performance. The key elements to do this are:

- Gathering documentation
- Appointing / convening a Staff Pay Committee that will:
 - draft a pay policy and circulate to all Governors and staff for comment
 - amend the policy in the light of comments
 - circulate the final draft to all Governors and staff
- Having the full Governing Body consider the final draft and, subject to any further comments, formally adopting and minuting the policy
- Copying and making available to every Governor and member of staff a copy of the agreed pay policy.

10. THE PAY COMMITTEE

It is recommended that the Pay Committee has fully delegated powers and, if so, must be established in accordance with the appropriate school government regulations.

The Pay Committee should consist of at least three Governors, but no more than five. Its terms of reference should be agreed by the full Governing Body.

In relation to the Head of School's salary, Governing Bodies are required to appoint two or three Governors to appraise the Head of School. This committee, Head of School's Pay Committee, should undertake the Head of School's performance review for pay purposes and Governing Bodies are advised to delegate to this Committee responsibility for deciding whether or not to award a point on the pay spine. These Governors can also be members of the Pay Committee.

While the full Governing Body decides on matters of policy, it cannot determine individual salaries. This is because, if all Governors have been party to such a decision and there is a subsequent appeal, all Governors could be considered prejudiced leaving none to hear the appeal. However, the Governing Body must ratify decisions on pay ranges and the reasons for them.

Once the pay policy has been agreed, it is important that all pay decisions are made and communicated in accordance with the policy. It will be necessary to review the policy on an annual basis to ensure that it is still relevant.

The pay committees should have sufficient information and knowledge to enable them to make clear decisions on pay. This could include:

- For staff other than the Head of School, any recommendations made by the Head of School, or where so delegated, the line manager
- Outcomes of performance management and appraisals
- Position on the relevant pay spine or range and other salary components
- Familiarity with the School Teachers' Pay and Conditions Document
- Information on pay, gradings and relevant national and local conditions for support staff
- Details of the school budget
- Forecast information on pay awards
- Details of the School Improvement and Development Plan and Staffing Plan

11. APPEALS

The Governing Body must set up a committee, Pay and Performance Management Appeals Committee, which would hear pay appeals if necessary. The members of this Committee should not have participated in pay determination procedures in the current round. The Chair of this Committee must inform the member of staff in writing of the outcome of the appeal and should also notify the Governing Body.

12. RECOMMENDED TIMETABLE FOR ACTION

Date	Pay events	School's action
April	National award for Green Book staff	Implementation of changes, backdated to 1 April
May/June		Annual pay review undertaken for Green Book staff, together with any review of performance
September/October	Publication of School Teachers' Pay and Conditions Document	Implementation of any pay award Annual pay review for teaching staff, with the exception of the Head of School, taking into account outcomes of any performance management reviews and appraisals. Any progression backdated to 1 September. Setting of performance objectives for coming year. Pay recommendations for teaching staff other than the Head of School to be made by 31 October
December		Annual pay review undertaken for Head of School taking into account outcomes of any performance management reviews and

Pay Policy

		appraisals. Any progression backdated to 1 September. Setting of performance objectives for coming year. Pay recommendations for the Head of School to be completed by 31 December
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PART 2

MODEL PAY POLICY

1. INTRODUCTION

The Governing Body of Parkside School recognises that pay is of considerable importance in managing staff. Pay will influence relationships at work and, if pay is to be a positive rather than negative force, it is important to secure as much agreement as possible about its aims and to reduce the amount of misunderstanding that surrounds it.

For these, and other statutory reasons, the following pay policy was adopted by the Governing Body on 1st December 2015.

The purpose of this pay policy is to set out the way in which the Governing Body will assess the salary of a new member of staff (whether full or part time) on appointment, and the manner in which salaries of all staff will be reviewed. The policy does not seek to address every situation covered, for example, by the School Teachers' Pay and Conditions Document, and the Governing Body reserves its right as the 'relevant' body to exercise its responsibilities in accordance with other pay and conditions issues not covered by this document.

2. QUALIFIED TEACHERS

The salaries of teaching staff will be assessed:

- Annually to take effect from 1st September (and individual teachers notified of any pay recommendation by 31 October)
- Upon appointment to the school
- The Governing Body has determined that it will wish to recognise existing salaries when making an appointment
- At any other time provided for in the School Teachers' Pay and Condition Document

2.1 Main Pay Range

The Governing Body has decided to adopt a main pay scale that consists of the minimum and maximum values of the main pay range plus four further reference points as set out on the Norfolk Advisory pay scale. See Annex 4

On appointment, the Governing Body has decided that points on this pay scale will be awarded as follows:

- Qualified teachers will commence on at least the minimum point of the Norfolk Advisory pay scale

- One point will be awarded for each year of qualifying employment as defined by the School Teachers Pay and Conditions' Document including service in state schools in the EEA outside of England and Wales (such as Scotland) on their return to England and Wales
- Further points (subject to a maximum of one point per year) may be awarded in respect of other relevant experience, if considered appropriate. This may include teaching in a City Academy, City Technology College, independent school, sixth form college, or higher or further education establishment
- Additional points (subject to a maximum of one point for every three years) may be awarded for service as a qualified teacher in an overseas school outside of the EEA in the maintained sector of the country concerned, or outside teaching but working in a relevant area (including industrial or commercial training, or time spent in an occupation relevant to the teacher's work at the school)
- The Governing Body will consider the awarding of points on appointment on a case by case basis with regard to equal opportunities, fairness and transparency
- Points awarded for experience will be awarded on a permanent basis while employed at the school.

2.2 Salary Progression on the Main Pay Scale

In accordance with the School's Performance Management and Appraisal Policy, the Governing Body shall require the Head Teacher to agree performance criteria annually with the teacher and review performance against those criteria.

When determining the salary of the teacher, the Governing Body shall not determine that there will be any movement up the pay range unless there has first been a sustained high quality performance by the teacher in the light of the performance criteria previously agreed between the Governing Body and the teacher and as evidenced by a successful performance management review. The Governing Body shall decide to award movement up the pay range by no more than one reference point as part of any pay review with reference to the teacher's appraisal reports and the pay recommendations they contain.

3. SHORT NOTICE / SUPPLY TEACHERS

Teachers who work on a day to day or other short notice basis must be paid in accordance with the statutory pay arrangements in the same way as other teachers. On a daily basis, such teachers will have their pay assessed as an annual amount, divided by one hundred and ninety five and multiplied by the number of days worked. The maximum number of hours that a supply teacher can be paid for on any one day is six and a half.

Teachers who work less than a full day will be hourly paid and also have their salary calculated as an annual amount which will then be divided to arrive at the hourly rate.

The working arrangements will be confirmed with the supply teacher before the placement is undertaken.

4. UPPER PAY RANGE

4.1

The Governing Body has decided to adopt an upper pay scale that consists of the minimum and maximum values of the upper pay range plus one further reference point as set out on the attached Norfolk Advisory pay scale. See Annex 4.

4.2 Application Process

A qualified teacher may apply once in any school year to the Governing Body for assessment to access the upper pay range. Applicants should have been at the maximum of the main pay range for one year before making an application. The Governing Body has decided to delegate the receipt and assessment of any applications to the Head Teacher. The application must contain a summary of the evidence the teacher wishes to rely on in order to demonstrate that their performance merits access to the upper pay range and must include evidence of the two most recent, successful appraisal outcomes. School to supply form.

Having considered the application, the evidence referred to in the application and such other evidence as is considered appropriate, the Head Teacher will determine whether the applicant can progress to the upper pay range. The Head of School will need to be satisfied that:

- The teacher is highly competent in all elements of the relevant standards, and
- Their achievements and contribution to the school are substantial and sustained.

Where the teacher's application is successful, they will be placed on the lowest point of the upper pay range from 1 September of the academic year in which the application was made.

4.3 Salary Progression on the Upper Pay Scale

In accordance with the School's Performance Management and Appraisal Policy, the Governing Body shall require the Head of School to agree performance criteria annually with the teacher and review performance against those criteria.

When determining the salary of the teacher, the Governing Body shall not determine that there will be any movement up the pay range unless there has first been a sustained high quality performance by the teacher in the light of the performance criteria previously agreed between the Governing Body and the teacher. The Governing Body may decide to award movement up the pay range by no more than one reference point as part of any pay review with reference to the teacher's two most recent, successful appraisal reports and the pay recommendations they contain.

Only in exceptional circumstances will progression on the upper pay range occur at intervals of less than two years.

5. UNQUALIFIED TEACHERS

The salaries of unqualified teachers will be assessed on appointment and will be paid on the unqualified teachers pay range.

The Governing Body has decided to adopt a pay range for unqualified teachers that consists of the minimum and maximum of the unqualified teachers pay range plus four further reference points as set out on the attached Norfolk Advisory pay scale. See Annex 4.

On appointment, the Governing Body has decided that points on this pay scale will be awarded as follows:

- One point for a recognised overseas teaching qualification, or for a recognised post -16 teaching qualification, or for a recognised qualification relevant to their subject area
- One point on the scale for each year's school teaching as an overseas trained teacher, or teaching in higher / further education.

Where a teacher is appointed with experience of working in a relevant area, (this would include industrial or commercial training, time spent in an occupation relevant to the teacher's work at the school, and experience with children / young people) and the Governing Body considers this to be of value to the performance of their duties, they may award an additional point or points. The Governing Body will consider awarding one point for every four and a half years of working in a relevant area.

In certain specific circumstances, the Governing Body may exercise its discretion to pay an additional allowance to a post paid on the unqualified teachers' pay range which, at the maximum, will not exceed in total the pay a qualified teacher would have received in the same post.

Where a teacher is appointed below the maximum point of the unqualified teachers' pay range, pay progression (with effect from 1 September each year) will be considered as follows.

In accordance with the School's Performance Management and Appraisal Policy, the Governing Body shall require the Head of School to agree performance criteria annually with the teacher and review performance against those criteria.

When determining the salary of the teacher, the Governing Body shall not determine that there will be any movement up the pay range unless there has first been a high quality performance by the teacher in the light of the performance criteria previously agreed between the Governing Body and the teacher. The Governing Body may decide to award movement up the pay range by one reference point or that there will be no movement in accordance with the provisions of the school's Performance Management and Appraisal Policy with reference to the teacher's appraisal reports and the pay recommendations they contain.

6. DISCRETIONARY ALLOWANCES AND PAYMENTS

6.1 Teaching and Learning Responsibility Payments (TLRs)

In this school, TLRs will be awarded to the posts indicated in the attached staffing structure. See Annex 3 – to be supplied by school

Such classroom teachers will be undertaking duties that include significant responsibilities that:

- Focus on teaching and learning
- Require the exercise of a teacher's professional skills and judgement
- Require 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
- Involve leading, developing and enhancing the teaching practice of other staff.

Where a TLR1 is awarded, the teacher will have line management responsibility for a significant number of people.

The values of the TLRs to be awarded at this school, in accordance with the School Teachers Pay and Conditions Document, are set out below:

TLR2A's will be awarded to the following values:-

£ 2840 to the holder of Global Studies, Pathways, PSHE & Wellbeing, IT & Computing, Creative Arts and Careers.

TLR2B's will be awarded to the following values:-

£3878 to the holder of English & Literary and Maths & Numeracy

TLR2C's Senior Teachers (x3) will be awarded the following values :-

£4710 Two of these senior teachers also run subjects PE, Physical Wellbeing and Science

In addition, the Governing Body may exercise its discretion to award a TLR3 for specific, time limited school improvement projects or a one off, externally driven responsibility. The value, duration and the specific responsibilities of any TLR3 awarded will be made clear, in writing, at the outset of any arrangement in accordance with the School Teachers Pay and Conditions Document. The Governing Body notes that, in respect of TLR3 payments, safeguarding arrangements will not apply when the arrangements cease.

6.2 Special Educational Needs Allowance (SEN)

An SEN allowance, in accordance with the School Teachers' Pay and Conditions Document, will be awarded by the Governing Body to any teacher meeting the criteria set out below:

- Is employed in a special school
- Is in an SEN post that requires a mandatory SEN qualification
- Teaches pupils in one or more designated special classes or units in a school
- Is in any non-designated setting (including any PRU) that is equivalent to a designated special class or unit where the post:

(i) involves a substantial element of working directly with children with special educational needs: and

(ii) requires the exercise of their professional skills and judgement in the teaching of children with special educational needs: and

(iii) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit.

The school will determine the spot value of the allowance for each relevant teacher taking into consideration the structure of the SEN provision and the following factors:

- Whether any mandatory qualifications are required for the post
- The qualifications and expertise of the teacher relevant to the post, and
- The relative demands of the post.

7. PART TIME TEACHERS

The proportion of time a part time teacher works is calculated against the school's timetabled teaching week (STTW). The STTW refers to the school session hours that are timetabled for teaching, including PPA time and other non contact time but excluding:

- Break times
- Registration, and
- Assemblies

8. LEADING PRACTITIONERS

Where the Governing Body decides to appoint leading practitioners, whose job purpose must contain taking a leadership role in developing, implementing and evaluating policies and practices that contribute to school improvement, the relevant staff will be subject to the standards set out in the School Teachers' Pay and Conditions Document.

Each leading practitioner will be paid on an individual pay range within the pay range for leading practitioners.

The Governing Body has decided to adopt a pay range for leading practitioners using reference points as set out on the attached Norfolk Advisory pay scale. See Annex 4. Each leading practitioner will be appointed on an individual pay range consisting of five points on the school's pay range for leading practitioners.

The Governing Body notes that, whilst the introduction of the option to appoint a leading practitioner coincides with the ending of the provisions to appoint excellent teachers (ET's) and advanced skills teachers (AST's):

- It will be for the Governing Body to determine whether to establish such a post, or posts, as part of the school's staffing structure.

When determining the appropriate five point range, the Governing Body will have regard in particular, but not exclusively, to the following criteria:

- The nature of the work to be undertaken
- The degree of challenge of the role
- The professional competencies of the teacher

- Any other recruitment considerations that it considers relevant

The salary of a newly appointed leading practitioner shall be that corresponding to the lowest point of the five point range.

In accordance with the School's Performance Management and Appraisal Policy, the Governing Body shall require the Head of School to agree performance criteria annually with the leading practitioner and review performance against those criteria.

When determining the salary of a leading practitioner, the Governing Body shall not determine that there will be any movement up the pay range unless there has first been a sustained high quality performance by the leading practitioner in the light of the performance criteria previously agreed between the Governing Body and the leading practitioner.

The Governing Body may decide to award movement up the pay range by two reference points, one reference point or that there will be no movement in accordance with the provisions of the school's Performance Management and Appraisal Policy with reference to the leading practitioner's appraisal reports and the pay recommendations they contain.

Movement up the pay range will not exceed the equivalent of two reference points in the course of an academic year.

9. LEADERSHIP GROUP

Members of the Leadership Group are paid on the pay spine for the Leadership Group. Salaries for members of this group will be assessed:

- Annually, to take effect from 1 September
- Upon appointment to the school
- Upon any adjustment to the Individual School Range (ISR) or pay range
- At any other time provided for within the School Teachers' Pay and Conditions Document

9.1 Head Teacher

The Governing Body will determine the group size of the school then select an ISR consisting of seven consecutive points on the pay spine for the Leadership Group as set out in the School Teachers' Pay and Conditions Document. The maximum of the ISR, where this is determined on or after 1 September 2011, will not exceed the maximum of the Head of School's group range.

When determining the ISR, the Governing Body will base this on the school's size, circumstances and other responsibilities of the post taking into account any difficulties in recruiting or retaining a Head of School.

The salary on appointment of the Head of School will be in accordance with the provisions of the School Teachers' Pay and Conditions Document.

Where the Head of School is appointed as a Head of School of more than one school on a permanent basis, the Governing Body or, under the Collaboration Regulations, the collaborating body will determine the ISR by using the total unit score of all the schools.

Where such an arrangement is temporary:

- The pay arrangements will last for the duration of the appointment only
- The Governing Body will recognise that these temporary arrangements should last for no longer than two years
- The contractual variations will be set out in a fixed term variation of the Head of School's employment contract
- The Governing Body will determine the requirement for additional staff and/or temporary pay increases for other staff whose responsibilities have increased due to the absence of the substantive postholder
- The Governing Body will note that, in such circumstances, safeguarding provisions will not apply when the arrangements cease
- The Governing Body will ensure that the payments for additional responsibilities are compatible with the provisions of the School Teachers' Pay and Conditions Document and the school's Pay and Performance Management and Appraisal Policy.

Where the Governing Body and Head of School agree to participate in Local Area Plans for the provision of extended services on the school site for children and young people from the area and, where this involves significant additional responsibility, the Governing Body will:

- Consider this when setting the school's ISR
- Consider this when setting the remuneration of other members of the Leadership Group
- Exercise their responsibilities in accordance with the School Teachers' Pay and Conditions Document

In accordance with its Performance Management and Appraisal Policy, the Governing Body will seek to agree the performance objectives annually with the Head of School relating to school leadership, management and pupil progress and, in default of agreement, the Governing Body will set such performance objectives.

The Governing Body shall not determine that there shall be any further progression up the pay spine unless, in the case where the Head of School is not subject to the

2011 Regulations or the 2012 Regulations, an appraisal of the Head of School's performance has been carried out and there has been a sustained high quality of performance having regard to the objectives set or, where the Head of School is subject to the 2011 Regulations or the 2012 Regulations, there has been a sustained high quality of performance by the Head of School having regard to the results of the most recent appraisal carried out in accordance with those regulations.

Other than where it is necessary after a change in the ISR, to move the Head of School up the pay scale to ensure the salary equals the minimum of the ISR, the Head of School's salary will not be increased by more than two points in the course of one school year. Such points will be effective from 1 September each year.

Where a higher ISR is set, any performance points for the previous year will be added to the lower ISR before that salary is assimilated to the higher range. In relation to the setting and review of performance objectives, the Governing Body will be advised by a School Improvement Partner, or equivalent external adviser.

9.2 Discretionary Payments to the Head of School

In the circumstances described below, the Governing Body may determine that additional payments should be made to the Head of School, provided that the reasons had not previously been taken into account in determining the school's ISR:

- The school is a school causing concern
- Without such additional payment, the Governing Body considers it would have difficulty filling the post should it become vacant
- Without such additional payment, the Governing Body considers it would have difficulty retaining the Head of School.
- The Head of School has been appointed as a temporary Head of School to one or more additional schools

Additional payments may also be made for the following reasons:

- Continuing professional development undertaken outside the school day
- Out of school hours learning activity
- Initial teacher training activities
- Additional responsibilities in respect of the provision of services by the Head of School in relation to the raising of standards in one or more additional schools where the Head of School has not been appointed as Head of School on either a permanent or temporary basis.

The total sum of additional payments made to the Head of School in any one school year will not exceed 25% of the value of the Head of School's salary point on the pay spine for the Leadership Group other than in wholly exceptional circumstances and after the Governing Body has sought external independent advice in accordance with the School Teachers' Pay and Conditions Document.

9.3 Deputy Head Teachers and Assistant Head Teachers

The Governing Body will select a pay range for each Deputy Head teacher / Assistant Head teacher consisting of five consecutive points on the pay spine for the Leadership Group.

When determining each Deputy Head teacher's / Assistant Head teacher's pay range the Governing Body will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting and retaining a Deputy Head teacher or an Assistant Head teacher.

The maximum of the pay range for a Deputy Head teacher must be at least one point below the minimum of the ISR for the Head of School and the minimum of the range for any Deputy Head teacher must be higher than the salary of the highest paid classroom teacher.

The maximum of the pay range for an Assistant Head teacher must be at least one point lower than the maximum of the range for any Deputy Head teacher and the minimum of the range for any Assistant Head teacher must be higher than the salary of the highest paid classroom teacher.

Other than when it is necessary to move the Deputy Head teacher / Assistant Head teacher up the pay scale to ensure the salary equals the minimum of his/her pay range, the Deputy Head teacher's / Assistant Head teacher's salary will not be increased by more than two points in the course of the academic year. Such points awarded will be effective from 1 September each year. Where a higher Deputy Head teacher / Assistant Head teacher range is set, any performance points for the previous year will be granted on the basis of the lower pay range before the Deputy Head teacher's / Assistant Head teacher's pay is assimilated onto the higher range.

In accordance with its Performance Management and Appraisal Policy, the Governing Body requires the Head teacher to agree performance objectives annually with the Deputy Head teacher(s) / Assistant Head teacher(s) relating to school leadership and management and pupil progress. In default of agreement, the Head of School shall set such performance objectives.

The Governing Body shall not determine that there shall be any further progression up the pay spine unless, in the case where the Deputy Head teacher / Assistant Head teacher is not subject to the 2011 Regulations or the 2012 Regulations, an

appraisal of the Deputy Head teacher's / Assistant Head teacher's performance has been carried out and there has been a sustained high quality of performance having regard to the objectives set or, where the Deputy Head teacher / Assistant Head teacher is subject to the 2011 Regulations or the 2012 Regulations, there has been a sustained high quality of performance by the Deputy Head teacher / Assistant Head teacher having regard to the results of the most recent appraisal carried out in accordance with those regulations.

10. ADDITIONAL PAYMENTS TO TEACHERS

The Governing Body may exercise its discretion to award additional payments to teachers (including the Head of School) as follows:

10.1 Continuous Professional Development Outside of Normal School Hours:

The Governing Body has chosen not to exercise its discretion to award additional payments for continuous professional development outside of normal school hours

10.2 Activities Relating to the Provision of Initial Teacher Training:

The Pay Committee will determine any such payments on an individual basis

10.3 Participation In Out of School Hours Learning Activities:

The Governing Body has chosen not to exercise its discretion to award additional payments for participation in out of school learning activities.

10.4 Acting Allowances

Where a teacher is assigned and carries out the duties of a Head teacher, Deputy Head teacher, or Assistant Head teacher but has not been appointed in an acting capacity, the Governing Body shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay and Conditions Document.

10.5 Recruitment and Retention Incentives and Benefits

Exceptionally, the Governing Body may, as an incentive for the recruitment of new teachers and / or the retention of existing teachers, make payments or provide other financial support and benefits as it considers necessary. Where these payments are to be of a limited duration, the Governing Body will specify at the outset how long the payments will last. All other payments will be reviewed on an (Governing Body to insert eg termly, annual) basis after which they may be withdrawn. The Governing Body operates the appropriate current local authority scheme for the reimbursement of relocation expenses.

11. RESIDENTIAL DUTIES

Where teaching staff work in residential establishments, the Governors will ensure that arrangements are made so that they receive such eligible payments as set by the Joint National Council for Teachers in Residential Establishments.

12. SUPPORT STAFF

The governing Body will ensure that salaries determined for support staff are in accordance with nationally or locally agreed conditions of service.

For Community and Voluntary Controlled Schools:

The grades and salaries for support staff in this school are determined in accordance with Norfolk County Council's Modern Reward Strategy Collective Agreement, and subsequent local collective agreements.

The Governing Body has a local agreement in place for determining the grades and salaries of support staff.

The salaries of all support staff will normally be assessed:

- On appointment to the school
- Annually to take effect from 1st July
- Upon an appropriate request by the postholder
- At any other time deemed appropriate by the Governing Body

This assessment will be determined by the following criteria:

- Responsibilities of the post
- Performance of the postholder in accordance with previously agreed objectives and the relationship between the outcome and the scheme for progression
- Any current grading / job descriptions / job evaluation framework in force in the local authority
- In accordance with any career progression scheme for support staff adopted by the school.

13. SALARY PROTECTION / SAFEGUARDING

The Governing Body will ensure that salary protection / safeguarding arrangements are in place in accordance with the provisions of the School Teachers' Pay and Conditions Document or national or local collective

agreements as appropriate. Employees in receipt of salary protection / safeguarding payments will be expected to undertake commensurate work.

14. PAY DIFFERENTIALS

Salaries assessed in accordance with this policy will take into account different levels of responsibilities and other material differences between posts, together with any requirements of the School Teachers' Pay and Conditions Document or any local authority job evaluation scheme.

15. STAFFING BUDGET

The amount of money allocated to implementing the school's pay policy will be determined at the beginning of each financial year through the budget allocation process of the school and will take into account normal pay progression. Any proposal to change the staffing structure at any other time, will not be implemented without the prior approval of the Governing Body as informed by the views of the staffing and finance committees or equivalent

16. RELATIONSHIP WITH THE SCHOOL IMPROVEMENT AND DEVELOPMENT PLAN

The Governing Body will ensure that any pay related decisions support and reflect the overall objectives identified in the School Improvement and Development Plan and any OFSTED Action Plans. Wherever possible, career progression and staff development will be taken into account.

17. PENSIONS

The Governing Body will not promote staff through the grading systems or use any other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Governing Body recognises that, were this to be done, the DfE and local authority may use their powers to substitute a notional salary or calculation of pension. The definition of pensionable pay is determined by the provisions of either the Teachers' Pension Scheme or the Local Government Pension Scheme.

18. ACCESS TO DEVELOPMENT OPPORTUNITIES

The Governing Body believes that access to development opportunities (for example, promotions, additional responsibilities) should be made available to all staff, whether full or part time, permanent or fixed term, and will advertise their availability internally.

19. EQUALITIES

In the implementation of this policy the Governing Body recognises its responsibilities to comply with:

- Equality Act 2010
- Equal Pay Act 2010
- Employment Relations Act 2004
- Employment Rights Act 1996
- Employment Relations Act 1999
- Part Time Workers (Prevention of Unfavourable Treatment) Regulations 2000
- Fixed Term Employees (Prevention of Unfavourable Treatment) Regulations 2002
- Employment Act 2008.

Appropriate consideration will be given as to how the provisions of this pay policy will be applied where staff have been absent for long periods eg due to sickness or maternity leave.

It is the intention of the Governing Body that pay is awarded fairly, equitable and in direct support of the school's policy on equality.

20. CONSULTATION ARRANGEMENTS

To ensure that meaningful consultation can take place in establishing and reviewing the school's pay policy, the Governing Body will consider the views of school staff prior to determining the approved policy. A copy of the pay policy will be made available to every member of staff.

21. COMMUNICATION ARRANGEMENTS

The Governing Body is committed to ensuring that all staff are aware of the school's pay policy and the reasons for pay related decisions are understood. The application of the school's pay policy will be undertaken in as open a way as possible. However, the salary details of individual members of staff shall remain confidential between themselves and the Head of School / Pay Committees / Governing Body / accredited external parties, such as trade union representatives and HR and payroll providers. The chairs of the pay committees are responsible for informing staff in writing of any decisions of the pay committees.

22. INITIAL DETERMINATION OF PAY

The Governing Body will have overall responsibility for all pay matters. However, the Staff Pay Committee and the Head Teacher's Pay Committee will both have fully delegated powers to make decisions within the pay policy approved by the Governing Body.

23. APPEAL AGAINST PAY DECISIONS

A member of staff may appeal against any determination in relation to his / her pay or any other decision taken that affects pay.

The Governing Body will monitor the outcomes and impact of this policy on a regular basis (School to complete eg yearly) to assess its effect and the school's continued compliance with equalities legislation.

ANNEX 1

PAY AND PERFORMANCE MANAGEMENT APPEAL PROCEDURE

A member of staff may make an appeal against any determination or proposed determination in relation to their pay or performance management.

The possible grounds for appeal are that the person or committee by whom the decision was made:

In the case of teachers:

- Incorrectly applied any provision of the School Teachers' Pay and Conditions Document
- Failed to have proper regard for the relevant statutory guidance
- Failed to take account of relevant evidence
- Took account of irrelevant or inaccurate evidence
- Failed to apply the school's own pay policy
- Was biased, or
- Otherwise unlawfully discriminated against the teacher.

In the case of support staff:

Either

If the appeal is against the grade of the post, since this will have been allocated by the County Council, the arrangements it adopts will be followed and the school will facilitate those arrangements wherever possible.

For appeals against non spinal point progression within an agreed grade, the arrangements set out below will apply:

- The member of staff receives written confirmation of the pay determination and, where applicable, the basis on which the decision was made
- If the member of staff is not satisfied, they should seek to resolve this by discussing the matter informally with the decision maker within ten working days of the decision
- Where this is not possible, or where the member of staff continues to be dissatisfied, they may follow a formal procedure as set out below
- The member of staff should set down in writing the grounds set out above. This should be sent to the person / Committee who made the determination within ten working days of the notification of the decision, or within ten working days of the informal discussions that attempted to resolve the matter.

- The person or Committee who made the determination should provide a hearing within ten working days of receipt of the written grounds for questioning the pay decision to consider this. The member of staff must be given an opportunity to make representations in person and will be entitled to be accompanied by a colleague or trade union representative. Following the hearing, the member of staff should be informed in writing of the hearing's decision and the right of appeal
- Any appeal should be heard by a Pay Appeal Committee composed of three governors who were not involved in the original determination, normally within twenty working days of the receipt of the written appeal notification. At the hearing, the member of staff lodging the appeal should be given the opportunity to make representation in person and to be entitled to be accompanied by a friend or trade union representative
- A designated member of the appropriate Pay Committee (or where the decision was made by the Head of School, the Head of School) will present evidence to support the original decision
- Both parties may call witnesses
- Relevant papers will be exchanged by the parties no later than three working days before the hearing
- The Pay Appeals Committee will deliberate in private and will communicate their decisions to all parties in writing within 48 hours.

The decisions of the Governing Body's Pay Appeals Committee are final and there is no recourse to the staff grievance procedures.

Such appeals relate only to decisions made by the Governing Body and not to any determination made under changes to pay and conditions by accredited third parties.

Each step and action of this process should be taken without unreasonable delay. The timing and locations of the formal meetings must be reasonable and allow both parties to explain their cases.

The detailed procedure for the hearing of the appeal is set out in Annex 2 to the School's Pay Policy.

ANNEX 2 (A)**PAY APPEAL PROCEDURE****Procedure at a hearing of the Pay Appeal Committee of the Governing Body (Head of School)**

The Committee should elect a Chair who should then introduce those present and explain the purpose of the hearing

The Head Teacher, or other nominated person, should present evidence on the case referring to any relevant documentation

The designated member of the Pay Committee should be given the opportunity to ask questions

The members of the Committee and their adviser(s) should be given the opportunity to ask questions

The designated member of the appropriate Pay Committee should present their case referring to any relevant documentation

The Head of School, or their representative, should be given the opportunity to ask questions

The members of the Committee and their adviser(s) should be given the opportunity to ask questions

The Head of School or their representative, should make a closing statement

The designated member of the Pay Committee should make a closing statement

The Chair of the Pay Appeal Committee should call an adjournment. All parties will be required to withdraw except members of the Committee and their adviser(s) who consider the evidence, discuss the case and the Committee will reach a decision.

Note

The Chair of the Committee may vary the order of procedure in exceptional circumstances and at any stage in the proceedings a request by either side for the Chair may be granted at the discretion of the Committee.

ANNEX 2 (B)

PAY APPEAL PROCEDURE

Procedure at a hearing of the Pay Appeal Committee of the Governing Body (for staff other than the Head of School)

The Committee should elect a Chair who should then introduce those present and explain the purpose of the hearing

The appellant, or their representative, should present evidence on the case referring to any relevant documentation

The Head of School or designated member of the Pay Committee should be given the opportunity to ask questions

The members of the Committee and their adviser(s) should be given the opportunity to ask questions

The Head of School or designated member of the appropriate Pay Committee should present their case referring to any relevant documentation

The appellant, or their representative, should be given the opportunity to ask questions

The members of the Committee and their adviser(s) should be given the opportunity to ask questions

The appellant, or their representative, should make a closing statement

The Head of School or designated member of the Pay Committee should make a closing statement

The Chair of the Pay Appeal Committee should call an adjournment. All parties will be required to withdraw except members of the Committee and their adviser(s) who consider the evidence, discuss the case and the Committee will reach a decision.

Note

The Chair of the Committee may vary the order of procedure in exceptional circumstances and at any stage in the proceedings a request by either side for the Chair may be granted at the discretion of the Committee.

Norfolk Advisory Pay Scales – These values will be amended in the light of any national pay award

Norfolk Advisory Main Pay Range for Qualified Teachers (NAM)

Point	£
Point 1 (Minimum)	£22,917
Point 2	£24,728
Point 3	£26,716
Point 4	£28,772
Point 5	£31,039
Point 6a	£33,824

Norfolk Advisory Upper Ray Range (NAUPR)

Point	£
Point 1 (Minimum)	£35,927
Point 2	£37,258
Point 3 (Maximum)	£38,633

TLR – Teaching and Learning Responsibilities

Minimum		Maximum
TLR 2	£2,667	£6,515
TLR 1	£7,699	£13,027

Special Educational Needs Allowances

Minimum	Maximum
£2,106	£4,158

Norfolk Advisory Leading Practitioner Pay Range (NALP)

Point	£
Point 1 (Minimum)	£38,184
Point 2	£39,960
Point 3	£40,958
Point 4	£41,978
Point 5	£43,023
Point 6	£44,102
Point 7	£45,290
Point 8	£46,335
Point 9	£47,492
Point 10	£48,711

Point 11	£49,976
Point 12	£51,127
Point 13	£52,405
Point 14	£53,712
Point 15	£55,049
Point 16	£56,511
Point 17	£57,810
Point 18 (Maximum)	£59,264

Norfolk Advisory Pay Range for Unqualified Teachers (NAUNQ)

Point	£
Point 1 (Minimum)	£16,626
Point 2	£18,560
Point 3	£20,492
Point 4	£22,427
Point 5	£24,362
Point 6 (Maximum)	£26,295

As per budget planner September 2017 prices.

Signed.....Date.....

Date of Next Review Autumn 2018