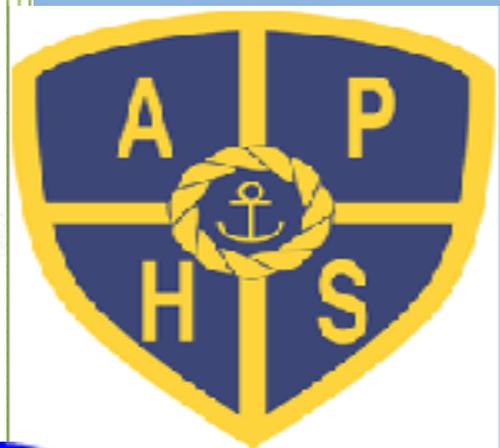


2017

Pay Policy



A Ogle

Alderman Peel High School, Wells Primary
and Nursery School, Burnham Market
Primary School

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Table of Contents

Introduction	2
Qualified teachers	2
Main pay range	2
Salary progression on the main pay scale	2
Short notice / Supply teachers.....	3
Upper pay range	3
Application process	3
Salary progression on the upper pay scale	3
Unqualified teachers	3
Discretionary allowances and payments	4
Teaching and learning responsibility payments (TLRs)	4
Special educational needs allowance (SEN).....	5
Part time teachers	5
Leading practitioners.....	5
Leadership Group pay - for appointments made after or headteacher groups reviewed after 1 September 2014.....	6
Stage 1 - determining the headteacher group.....	7
Stage 2 - setting the indicative pay range	7
Stage 3 - setting the starting salary and individual pay range	7
Determination of temporary payments to headteachers	7
Pay progression for leaders.....	8
Additional payments to leaders	8
Recruitment and retention.....	8
Additional payments to teachers.....	9
Continuous professional development outside normal school hours:	9
Activities relating to the provision of initial teacher training:	9
Participation in out of school hours learning activities:	9
Acting allowances	9
Recruitment and retention incentives and benefits.....	9
Residential duties.....	9
Support staff.....	9
For Community and Voluntary Controlled Schools:	9
Salary protection / safeguarding.....	10
Pay increases arising from changes to the STPCD	10
Pay differentials	10
Staffing budget	10

Relationship with the School Improvement and Development Plan	11
Pensions	11
Access to development opportunities	11
Equalities	11
Consultation arrangements	12
Communication arrangements.....	12
Initial determination of pay	12
Appeal against pay decisions	12
Monitoring	12
Annex 1 - Pay and performance management appeal procedure	13
Annex 2 (a) - Pay appeal procedure	15
Annex 2 (b) - Pay appeal procedure	15
Annex 4 - Norfolk Advisory Pay Scales 2014/15 - These values will be amended in the light of any national pay award	17
Norfolk Advisory Main Pay Range for Qualified Teachers (NAM)	19
Norfolk Advisory Upper Pay Range (NAUPR)	20
Norfolk Advisory Leading Practitioner Pay Range (NALP).....	21
Norfolk Advisory Pay Range for Unqualified Teachers (NAUNQ)	22
Annex 5 - Setting a pay policy.....	23
Introduction	23
Staff pay	23
Managing your school's pay policy	23
Principles of the pay policy	24
Roles and responsibilities	24
Governors	24
Summary of Governing Body responsibilities	24
Headteachers	25
Operational decisions.....	25
School budget	26
School Improvement and Development Plan	26
Pay determination procedures	26
The Pay Committee	26
Appeals.....	27
Recommended timetable.....	28
Annex 6 - Upper Pay Scale - model application process.....	29

Introduction

The Governing Body of The Wells Schools 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 in September 2015

The purpose of this pay policy is to set out the way the Governing Body will assess the salary of a new member of staff on appointment and how salaries will be reviewed. The policy does not address every situation covered 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.

Qualified teachers

The salaries of teaching staff will be assessed:

The Governing Body has determined that previous salaries need not be recognised on appointment to take effect from 1st September (and teachers notified of any pay recommendation by 31 October) and at any other time provided for in the School Teachers' Pay and Condition Document.

Main pay range

The Governing Body has adopted the main pay range using the minimum and maximum values set out in the School Teachers' Pay and Conditions Document.

On appointment to the school, salaries will be assessed in accordance with the following:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions
- there is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

Salary progression on the main pay scale

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

There will be no movement up the pay range unless there has 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 will award movement up the pay range by one reference point as part of any pay review with reference to the teacher's appraisal reports and the pay recommendations they contain.

Short notice / Supply teachers

Teachers who work on a day to day or other short notice basis will 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 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 paid the hourly paid and 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 starts

Upper pay range

The Governing Body has adopted the upper pay range using the minimum and maximum values set out in the School Teachers' Pay and Conditions Document.

Application process

A qualified teacher may apply to the Governing Body for assessment to access the upper pay range when he / she has been paid on M6 for at least one year

Salary progression on the upper pay scale

There will not be any movement up the pay range unless there has been a sustained high quality performance by the teacher in the light of the performance criteria previously agreed. The Governing Body may decide to award movement up the pay range by 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.

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 adopted a pay range for unqualified teachers that consists of the minimum and maximum of the unqualified teachers pay range plus four reference points as set out on the Norfolk Advisory pay scale. See Annex 4.

On appointment, 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 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, (including 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 - on the basis of one point for every four and a half years of work in a relevant area.

In specific circumstances, the Governing Body may 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 receive 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 as follows.

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

There will be no movement up the pay range unless there has been a high quality performance by the teacher in the light of the performance criteria previously agreed. The Governing Body may award movement up the pay range by one reference point or decide 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.

Discretionary allowances and payments

Teaching and learning responsibility payments (TLRs)

TLRs will be awarded to the posts indicated in the staffing structure (Annex 3) to be supplied by school

Teachers in these posts will undertake 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
- have 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.

TLR1s are only awarded if the teacher has line management responsibility for a significant number of people.

The values of the TLRs are awarded, in accordance with the School Teachers Pay and Conditions Document.

A TLR3 may be awarded for specific, time limited school improvement projects or a one off, externally driven responsibility. The value, duration and specific responsibilities of any TLR3 awarded will be made clear, in writing, at the outset of the arrangement in

accordance with the School Teachers Pay and Conditions Document. Safeguarding arrangements will not apply when TLR3 arrangements cease.

Special educational needs allowance (SEN)

An SEN allowance, in accordance with the School Teachers' Pay and Conditions Document, will be awarded to any teacher:

- employed in a special school
- in an SEN post that requires a mandatory SEN qualification
- that teaches pupils in one or more designated special classes or units in a school
- in any non designated setting (including PRUs) 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:

- 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.

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.

Leading practitioners

Where the Governing Body appoints 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 adopted a pay range for leading practitioners using reference points set out on the attached Norfolk Advisory pay scale. See Annex 4. Each leading

practitioner will be appointed on a pay range consisting of five points on the school's pay range for leading practitioners.

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

- 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.

A newly appointed leading practitioner will start on the lowest point of the five point range.

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

There will be no movement up the pay range unless there has been a sustained high quality performance by the leading practitioner in the light of the performance criteria previously agreed.

The Governing Body may award movement up the pay range by two reference points, one reference point or 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 an academic year.

The Governing Body will determine a pay range for each leading practitioner within the pay range for leading practitioners in the School Teachers' Pay and Conditions Document.

A newly appointed leading practitioner will be paid on the lowest value of the pay range.

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

There will be no movement up the pay range unless there has been a sustained high quality performance by the leading practitioner in the light of the performance criteria previously agreed. The Governing Body may award movement up the pay range by one point in accordance with the provisions of the school's Performance Management and Appraisal Policy.

Movement up the pay range will not exceed one point in an academic year.

Leadership Group pay – for appointments made after or headteacher groups reviewed after 1 September 2014

Salaries for members of the leadership group will be assessed:

- annually, to take effect from 1 September
- upon appointment to the school
- upon any adjustment to the headteacher group or pay range.
- at any other time provided for within the School Teachers' Pay and Conditions Document

Stage 1 - determining the headteacher group

Members of the Leadership Group are paid on the 'statutory pay range for members of the leadership group' detailed in the School Teachers' Pay and Conditions Document (STPCD).

The school will be assigned to a 'headteacher group' by calculating the total unit score in accordance with the STPCD.

The headteacher group for the school will be reviewed whenever the Governing Body decides it is necessary.

Stage 2 - setting the indicative pay range

Either NAPS

The Governing Body has determined the headteacher group of the school and selected a pay range consisting of:

- seven consecutive points on the Norfolk Advisory Leadership Group pay range (NAPS) for the Headteacher

In determining the leadership pay ranges, all the permanent responsibilities of the roles, any challenges that are specific to the roles, and all other relevant considerations have been taken into account.

Stage 3 - setting the starting salary and individual pay range

New leaders will normally be appointed onto the indicative pay range for the role.

The Headteacher's individual pay range will not normally exceed the maximum of the headteacher group. However, the headteacher's pay range may exceed the maximum where the Governing Body determines that circumstances specific to the role or candidate warrant a higher than normal payment. The maximum of the headteacher's pay range and any additional payments made will not exceed the maximum of the headteacher group by more than 25% unless in exceptional circumstances and where supported by a business case.

The maximum of the deputy or assistant headteacher's pay range will not exceed the maximum of the headteacher group for the school and will only overlap the headteacher's pay range in exceptional circumstances.

The governing body will ensure that there is appropriate scope within an individual's pay range to allow for performance related progress over time.

Determination of temporary payments to headteachers

Additional payments may be made to a headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined and

only where the reason or circumstance for the additional payment was not taken into account when determining the headteacher's pay range. (Separate arrangements for residential duties and relocation expenses apply).

The total sum of the temporary payments made to a headteacher in any school year will not exceed 25% of the annual salary which is otherwise payable to the headteacher, and the total sum of salary and other payments made to a headteacher must not exceed 25% above the maximum of the headteacher group, except in wholly exceptional circumstances and with the agreement of the governing body. The governing body must seek external independent advice before providing such agreement.

Pay progression for leaders

In accordance with its performance management and appraisal policy, the Governing Body will seek to agree the performance objectives annually with the Headteacher relating to school leadership, management and pupil progress and, in default of agreement, the Governing Body will set such performance objectives.

There shall be no further progression up the pay spine unless:

- where the Headteacher, Deputy Headteacher or Assistant Headteacher is not subject to the 2011 Regulations or the 2012 Regulations - an appraisal of the Headteacher's performance has been carried out and there has been a sustained high quality of performance having regard to the objectives set
- where the Headteacher Deputy Headteacher or Assistant Headteacher is subject to the 2011 Regulations or the 2012 Regulations - there has been a sustained high quality of performance by the Headteacher having regard to the results of the most recent appraisal carried out in accordance with those regulations.

The Headteacher'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.

The only exception is if, after a change in the headteacher group, it is necessary to move the Headteacher, Deputy Headteacher or Assistant Headteacher up the pay range to ensure the salary equals the minimum of the new headteacher group.

Where a higher headteacher group is set, any performance points for the previous year will be added to the lower salary amount 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.

Additional payments to leaders

Recruitment and retention

Headteachers will not be awarded payments other than as reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations in relation to a headteacher will be taken into account when determining the headteacher's pay range,

Additional payments to teachers

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

Continuous professional development outside 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

Activities relating to the provision of initial teacher training:

The Governing Body has chosen not to exercise its discretion to award additional payments in respect of the provision of initial teacher training

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.

Acting allowances

Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher 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.

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.

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.

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 by Governors following advice in accordance with Norfolk County Council's Modern Reward Strategy Collective Agreement, and subsequent local collective agreements.

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.

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.

Pay increases arising from changes to the STPCD

All teachers are paid in accordance with the statutory provisions of the STPCD as updated from time to time. Teachers may be eligible for pay increases as follows:

(school to select either):

The governing body will apply the nationally agreed amount to basic pay and any TLR and SEN allowances in payment.

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.

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

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.

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.

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.

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.

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.

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 Headteacher / 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.

Initial determination of pay

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

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.

Monitoring

The Governing Body will monitor the outcomes and impact of this policy on a regular basis (School to complete e.g. 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:

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 Headteacher, the Headteacher) 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 (Headteacher)

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

The Headteacher, 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 Headteacher, 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 Headteacher, 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 Headteacher)

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 Headteacher 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 Headteacher 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 Headteacher 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.

Annex 4 - Norfolk Advisory Pay Scales 2014/15 – These values will be amended in the light of any national pay award

Point	2014 amounts	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
1	Minimum 38,215								
2	39,172								
3	40,150								
4	41,150								
5	42,175								
6	43,232								
7	44,397								
8	45,421								
9	46,555								
10	47,750								
11	48,991								
12	50,118								
13	51,372								
14	52,653								
15	53,963								
16	55,397								
17	56,670								
18	58,096								
19	59,535								
20	61,012								
21	62,521								
22	64,074								
23	65,661								
24	67,290								
25	68,962								
26	70,668								
27	72,419								
28	74,215								
29	76,053								

Point	2014 amounts	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
30	77,946								
31	79,872								
32	81,857								
33	83,892								
34	85,965								
35	88,102								
36	90,284								
37	92,528								
38	94,817								
39	97,128								
40	99,552								
41	102,039								
42	104,596								
43	Maximum 107,210								

Norfolk Advisory Main Pay Range for Qualified Teachers (NAM)

Point	£
Point 1 (Minimum)	£22,023
Point 2	£23,764
Point 3	£25,675
Point 4	£27,650
Point 5	£29,829
Point 6 (Maximum)	£32,187

Norfolk Advisory Upper Pay Range (NAUPR)

Point	£
Point 1 (Minimum)	£34,869
Point 2	£36,161
Point 3 (Maximum)	£37,496

Norfolk Advisory Leading Practitioner Pay Range (NALP)

Point	£
Point 1 (Minimum)	£38,215
Point 2	£39,172
Point 3	£40,150
Point 4	£41,150
Point 5	£42,175
Point 6	£43,232
Point 7	£44,397
Point 8	£45,421
Point 9	£46,555
Point 10	£47,750
Point 11	£48,991
Point 12	£50,118
Point 13	£51,372
Point 14	£52,653
Point 15	£53,963
Point 16	£55,397
Point 17	£56,670
Point 18 (Maximum)	£58,096

Norfolk Advisory Pay Range for Unqualified Teachers (NAUNQ)

Point	£
Point 1 (Minimum)	£16,136
Point 2	£18,013
Point 3	£19,889
Point 4	£21,766
Point 5	£23,644
Point 6 (Maximum)	£25,520

Annex 5 - Setting a pay policy

Introduction

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

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 Headteachers, 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.

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.

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.

Roles and responsibilities

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 headteachers, or other line managers where appropriate, in making decisions about staff salaries with the exception of decisions about the pay of a headteacher.

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.

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 Headteacher
- 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.

Headteachers

Headteachers, whether they are Governors or not, have a key role in supporting Governing Bodies in reaching decisions on pay. However, the Headteacher 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.

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 Headteacher) 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 Headteacher'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.

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.

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.

Pay determination procedures

In order to undertake an annual review of the school's pay arrangements (including the pay of Headteachers 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.

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 Headteacher's salary, Governing Bodies are required to appoint two or three Governors to appraise the Headteacher. This committee, Headteacher's Pay Committee, should undertake the Headteacher'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 Headteacher, any recommendations made by the Headteacher, 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.

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.

Recommended timetable

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 Headteacher, 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 Headteacher to be made by 31 October
December		Annual pay review undertaken for Headteacher 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 the Headteacher to be completed by 31 December

In consultation with the headteacher, you should then arrange to discuss and present the evidence demonstrating how the appropriate standards are met.

Within two weeks of this meeting you will be informed whether your application is successful (with feedback available on request).

Annex 6 – Upper Pay Scale – model application process

An application to access the upper pay range can be made if the conditions in your school's pay policy section on salary progression to the upper pay range are satisfied and you can demonstrate that:

- You are highly competent in all elements of the relevant standards, and
- Your achievements and contribution to the school are substantial and sustained, beyond that expected of a classroom teacher on the main pay scale.

Discuss the application process with your appraiser and/or the headteacher, either during the appraisal review or at another agreed time.

Before 30th June, submit a letter of application to the headteacher, outlining your wish to move to the upper pay range, with a written summary of evidence (as described in your school's pay policy) and evidence of your two most recent, successful appraisal outcomes.

The evidence should outline how all the post threshold standards are demonstrated in

In consultation with the headteacher, you should then arrange to discuss and present the evidence demonstrating how the appropriate standards are met.

Within two weeks of this meeting you will be informed whether your application is successful (with feedback available on request).

In consultation with the headteacher, you should then arrange to discuss and present the evidence demonstrating how the appropriate standards are met.

Within two weeks of this meeting you will be informed whether your application is successful (with feedback available on request).

Author	Alastair Ogle
Ratification Date	
Review Date	
Signed Chair of Governors	
Date	
