



Diocese of Norwich
Education and
Academies Trust



Kingfisher Partnership of Church Schools



Staff Pay Policy

Approved By: Trust Board

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Review Date: July 2015

(subject to School Teachers Pay and Conditions document being released)

Person Responsible: DNEAT Academies Executive Officer

ROLES AND RESPONSIBILITIES

The Diocese of Norwich Education and Academies Trust is accountable for all policies across its Academies. These policies, whether relating to an individual academy or the whole Trust will be written and implemented in line with our ethos and values as articulated in our prospectus. We are committed to the provision of high quality education in the context of the Christian values of service, thankfulness and humility where individuals are valued, aspirations are high, hope is nurtured and talents released.

A Scheme of Delegation for each academy sets out the responsibilities of the Local Governing Body and Principal / Head Teacher. The Principal / Head Teacher of each academy is responsible for the implementation of all policies of the Academy Trust. All employees of the Academy Trust are subject to the Trust's policies.

POLICY STATEMENT

The Governing Body of the **Kingfisher Partnership of Church 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.

1. INTRODUCTION

1.1 September 2014 Pay Award

The pay tables to apply for the September 2014 pay award are the figures determined by the Secretary of State and set out in the final STPC Document 2014.

1.2 Revised pay progression arrangements for the Leadership under this policy come into force with effect from appraisal targets set in the autumn term 2014. September 2014 will also be the first time that annual pay increments are awarded to teachers without reference to the length of their service. Decisions about teachers' pay progression will be linked to performance, with the first annual performance-related progression pay increases being made in September 2014.

1.3 The Governing Body of the academy will operate a Whole School Pay Policy as the 'relevant body', as defined in the STPC Document 2014, and for the pay arrangements agreed for all the support staff which will:

- grade posts appropriately within the conditions of employment identified in the current STPC Document and the conditions of service for support staff of the academy
- take into account pay relativities between posts within the academy
- ensure that the annual appraisal of all teachers, including part time teachers, unqualified teachers, members of the leadership group, and the annual performance review of the head teacher's salary, is fairly and properly conducted as soon as possible and by 31st

October 2014 at the latest; 31st December 2014 for the head teacher.

- Where a pay determination leads or may lead to the start of a period of safeguarding, the governing body will give the required written statement of notification as soon as possible and no later than one month after the date of the determination.
- ensure that discretion available under the STPC Document is exercised in a fair and equitable manner for determining the starting salary for all new teachers, for special education needs allowances, for Teaching and Learning Responsibilities payments, and for determining the salary ranges for leading practitioners and members of the Leadership Group, including the head teacher.
- give recognition to assigned increased responsibility for Teaching and Learning Responsibilities, whether for a permanent post, temporary projects or acting post basis.
- ensure that an approved evaluation process is used to determine the appropriate salary range for members of the academy support staff.
- comply with the salary safeguarding arrangements in the current STPC Document

1.4 This policy statement will be available to all employees of the academy and applies to all staff, including those on supply and short notice.

2. DELEGATION OF DECISION MAKING

2.1 Head teacher

2.1.1 Except where otherwise stated, the Governing Body, having determined the policy as set out below, will delegate the day to day management of the policy to the head teacher in consultation with the Chair of Governors. The head teacher will report to the Governing Body those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the current STPC Document and the pay provisions for support staff.

2.1.2 The head teacher, in accordance with this policy, shall make annual recommendations on the salary of all staff to the appropriate committee of Governors.

2.1.3 The Governing Body requires that the head teacher in exercising the delegated responsibilities has appropriate regard to the budget approved by the Governing Body and the requirements of employment legislation, particularly The Equality Act 2010, The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, as well as The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations

(Consolidation) Act 1992, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

The Governing Body expects the head teacher to seek appropriate advice from persons engaged by the Academies Trust to provide such advice.

2.2 An appropriate committee structure

2.2.1 The Governing Body will delegate to a committee of governors, hereafter referred to as the "**review committee**", decisions arising out of this policy or the appraisal policy. The number of governors on the committee shall normally be 3. No member of the review appeals committee, referred to below, will be a member of the review committee. No governor who is employed at the academy may be a member of the review committee or the review appeals committee. In addition, no governor who has any declared interest may be a member of either review committee; for example, due to a personal relationship or, impending/ongoing legal dispute with any in scope employee.

2.2.2 The Governing Body will delegate to a committee of governors, hereafter referred to as the '**review appeals committee**', any appeals by individual members of staff against decisions of the committee in 2.2.1 arising out of this policy or the appraisal policy. The number of governors on the committee shall normally be 3. Any appeal will be dealt with before a final decision is reported to the Governing Body.

2.3 Review of decisions

2.3.1 If an employee, including the head teacher, wishes to have a review of any decision that affects his/her performance review and/or his/her pay s/he shall, within 5 working days of being given the written statement of the assessment, make a written request to the decision maker of the decision about which the employee is seeking a review, for a formal written statement of reasons for the decision which s/he wishes to have reviewed.

2.3.2 The written statement of reason will be provided to the employee within 5 further working days by the decision maker. If, having considered the statement of reason the employee still wishes for a review of the decision s/he shall submit written grounds for seeking a review to the review committee within 5 working days of receipt of the written statement of reasons. The reason for a review will be one or more of the following:-

That the decision -

- incorrectly applied any provision of the appropriate salary and/or appraisal policy;
- in the case of a teacher, failed to have proper regard for statutory guidance of the STPC Document 2014 ;

- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the employee.

2.3.3 The chair of the review committee will, normally within 10 working days of receipt of the written application for a review, make arrangements for the employee to make representations in person to the review committee regarding the reasons for the written application. The employee may be accompanied at that meeting by a workplace colleague or representative of his/her trade union and the review committee may also have an adviser present to advise the committee. The review committee may also ask the head teacher (or in the case of the request for a review coming from the head teacher, the Chair of Governors or a representative of the governors referred to in 2.8.1 below) to be present and to comment on the reasons for the application for the review. The decision of the review committee will be provided to the employee in writing as soon after the review as possible. The employee will be advised that s/he has the right of appeal against the review decision.

2.3.4 The procedure to be followed for the review hearing is attached at Annex 1 of this policy.

2.4 Appeals Against Salary or Appraisal Decisions

If the employee decides to appeal against the reviewed determination as defined in 2.3 above then the employee shall, within 5 days of receipt of the reviewed determination, notify the Clerk to the Governors in writing of the appeal and the reasons for it. The Clerk to the Governors will arrange, normally within 20 working days of the receipt of the written notice of appeal, giving at least 5 working days notice, a meeting of the appeals committee of the governing body. The employee will be entitled to attend and the procedure to be followed for the appeal is attached at Annex 2 of this policy. The decision of the appeal committee delegated to deal with appeals shall be final. Once any appeal has been resolved the final decisions regarding the assessment of salaries or performance management of staff shall be reported to the Governing Body.

2.5 Threshold Application

2.5.1 From September 2014 any qualified teacher who has made substantial progress towards the maximum of the main classroom teachers' range may apply to the head teacher to be paid on the upper pay range. An application must be made by 31st October.

A successful applicant will progress to a point on the Upper Pay Range determined by the head teacher from 1st September of that academic year. See ANNEX 3.

A successful applicant will have demonstrated:-

- that as a teacher s/he is highly competent in all elements of the relevant standards; and
- that his/her achievements and contributions to the academy are substantial and sustained

(See ANNEX 3 for the academy's definition of "highly competent" and "substantial and sustained".)

2.5.2 The head teacher shall inform the review committee of the outcome of the threshold application as soon as possible after the closing date has passed (and no longer than one working week) and inform the teacher of the outcome within 20 working days following the decision provided to the review committee. The teacher shall be given a salary assessment form indicating his/her salary position following the outcome of the application. The head teacher shall provide oral feedback on the relevant criteria indicated, or in the case of unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development.

2.5.3 Any decision regarding successful placement on the upper pay range will only apply to posts in this academy.

2.6 Reviews and Appeals against any Threshold Application Decision

2.6.1 A teacher may seek a formal review of the decision by the head teacher by submitting a request in writing together with reasons for a review as identified in clause 2.3 of this policy. The head teacher will make arrangements, normally within 10 working dates of the written application for a review, to meet with the employee who may be accompanied by a workplace colleague or representative of his/her trade union. The outcome of the review shall be provided in writing together with notification of the right of appeal.

2.6.2 If the employee decides to exercise his/her right to have the Threshold determination reviewed or to appeal against the determination it shall be in accordance with clause 2.4 of this policy and the reasons for review in 2.3 of this policy.

2.7 The Chair of Governors

2.7.1 The Chair of Governors will be available to the head teacher for consultation on those matters of this policy delegated to the head teacher. In this instance the Chair of Governors may not be a member of review or appeals panels.

2.8 The Appraisal Review Governors for the Head teacher's Performance Review

2.8.1 The Governing Body will delegate 2 or 3 governors, none of whom shall be employees of the academy, to carry out the appraisal review for the head teacher as set out in this policy and the academy's appraisal policy. The delegated governors will be advised by an external adviser appointed by the Trust. The agreed performance objectives and indicators/measures will/may be referred for moderation to a meeting of a moderation committee/ the chair of governors.

2.8.2 It is the stated wish of the Governing Body that the delegated governors should be appropriately trained

3. EXERCISE OF DISCRETION UNDER THE STPC DOCUMENT

3.1 Starting salary of new classroom teacher appointments.

3.1.1 When advertising a teaching post the academy will identify the range of salaries the academy is prepared to pay subject to qualifications and experience. The academy will not normally agree to match the salary on which the applicant is/was paid in his/her last academy without first considering the merits of the application and its relationship to the salary of teachers employed at the academy.

Where the head teacher or selection panel regards a teacher has relevant teaching experience, or non-teaching experience which is directly relevant to the post being offered then an appropriate salary will be offered within the advertised range. . No prospective employee will be asked to decide on a job offer until they are aware of the salary being offered.

3.1.2 The head teacher or the selection panel will provide a statement for the appropriate committee of governors of the reasons for which the salary has been awarded together with the position on the appropriate range in the academy's salary structure.

3.2 Calculation of Part Time Teachers' salaries

3.2.1 The Governing Body will ensure that all part time teachers employed in the academy will have their salaries calculated in accordance with the STPC Document and the "pro rata principle" except where a part time teacher is awarded a TLR3.

3.2.2 The Governing Body will ensure that the total amount of time for which a part time teacher may be directed by the head teacher

is calculated in accordance with the STPC Document and the “pro rata principle”.

- 3.2.3 All part time teachers will be advised of the way in which their salary and directed time are calculated.

3.3 Recruitment/Retention Incentives

3.3.1 The Governing Body will have a policy with regard to any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPC Document 2014.

3.3.2 The policy adopted by the Governing Body will be made known to the staff and set out as Annex 4 to this policy.

3.4 Staffing Structure

3.4.1 The head teacher will annually recommend to the Governing Body a staffing structure for the academy that:

- takes account of any financial limits determined by the Governing Body;
- identifies the posts to which allowances will be allocated for Teaching and Learning Responsibilities (TLR) in accordance with the requirements of the STPC Document, on a permanent basis;
- will determine the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short term payment will be provided to the appropriate committee of the Governing Body. A TLR3 paid to a part time teacher will be paid in full without reference to the “pro rata principle”.
- identifies the level of allowance to be allocated to each permanent TLR post between the maximum and minimum limits set out for each TLR in the STPC Document 2014, and the different levels that may be paid within each TLR in the attached staffing structure in accordance with the STPC Document;
- identifies the level of salary to be allocated to any leading practitioner posts together with the salary ranges to be assigned to each post
- identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post

- identifies any post to which a salary from the Special Educational Needs range of salaries will be allocated together with the level of each allowance to be paid
- identifies the staffing structure for support staff posts together with the evaluated salary range assigned to each post

The staffing structure and pay ranges approved by the Governing Body shall be published with this pay policy.

- 3.4.2 In the event that the recommendation contains significant changes in the staffing structure the recognised trade unions will be informed and consulted before the final salary structure is published.

3.5 Special Educational Needs

3.5.1 The Governing Body will award an allowance to any teacher who satisfies the statutory requirement of the STPC Document 2014, paragraph 21.

3.5.2 The post and allowance(s) will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances should be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

3.6 Awards for performance progression to teachers paid on the main pay range, the upper pay range or unqualified teachers' pay range (Pay progression will be linked to assessment of performance only).

3.6.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the review committee will consider written recommendations from the head teacher that a teacher be paid a higher salary on the main classroom teachers' pay range for the academy, or the upper pay range, depending on which range the teacher is currently paid. The head teacher will also provide written reasons why any teacher should not progress on either range.

3.6.2 Any recommendations for progression to a higher salary made by the head teacher shall be in respect of the teacher's performance during the previous year across all aspects of the teacher's professional duties as measured against the Teachers' Standards, and also having regard to his/her performance review under the academy's Appraisal policy with particular reference to the achievement of objectives and classroom performance. In the case of teachers beyond the threshold the Head will also have regard to the teacher's overall contribution to the academy.

3.6.3 Before the head teacher decides whether or not to make a written recommendation to the review committee, the Governing Body will expect that the head teacher will have had due regard to the appropriate level of performance expected of a teacher against the academy's criteria for the relevant level of the Teachers' Standards according to the salary range on which the teacher is paid. The academy's criteria for determining whether or not a teacher shall progress are set out in Annex 5 of this policy together with the salary points on the Main and Upper Pay ranges adopted by the academy and shall be made available to all teachers on the main classroom teacher pay range and the upper pay range.

- 3.6.4 Recommendations for increases in pay will be differentiated such that the amount of any increase is clearly attributable to the performance of the teacher in question. Continued good performance over a number of years should give a classroom teacher a reasonable expectation of progressing to the top of the appropriate pay range.
- 3.6.5 A teacher on the main classroom teachers' pay range whose performance meets the criteria set out in Annex 5 could reasonably expect to reach the maximum of the range in about five years. The head teacher may recommend that there will be no progression on the range in a given year where the performance of the teacher does not warrant progression. A newly qualified teacher who achieves the required standards at the end of his/her induction will normally progress to the second point on the main pay range.
- 3.6.6 Where a teacher has been absent through long term illness or on maternity leave the head teacher will ensure that the requirements of the STPC Document are complied with by ensuring that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to school the head teacher will conduct a review at such time following the teacher's return to work to enable a proper and reasonable assessment to be made and in the event that the head teacher's recommendation is to pay the teacher on a higher salary on the appropriate pay range the award may be back dated to the appropriate date on which the award would normally have been paid.

4. LEADING PRACTITIONER POSTS

- 4.1 The Governing Body may decide to include a leading practitioner post or posts in the staffing structure where it receives a recommendation from the head teacher to consider such a post. The leading practitioner post must comply with the requirements of the STPC Document.
- 4.2 Where a leading practitioner is appointed the Governing Body shall select an individual post range on the pay range designated for leading practitioners. A newly appointed leading practitioner shall be appointed to the minimum of the chosen range.
- 4.3 The primary purpose of a leading practitioner post is for the modelling and leading improvement of teaching skills. In addition the leading practitioner will take a leading role in developing, implementing and evaluating policies and practice that will contribute to academy improvement. Performance objectives will be set with the leading practitioner and

performance reviewed against those objectives in accordance with the academy's Appraisal policy.

- 4.4 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the review committee will consider recommendations from the head teacher that any leading practitioner be paid a higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Annex 6 of this policy.

5. THE LEADERSHIP GROUP (See Annex 7)

5.1 Deputy and Assistant Head teachers

- 5.1.1 The Governing Body, following consideration of the relevant criteria set out in the STPC Document, will determine the individual range for a newly appointed deputy head teacher or assistant head teacher's salary.

- 5.1.2 At the time of appointing a new deputy head teacher or assistant head teacher the selection panel of the Governing Body making the new appointment shall determine the salary point on the individual range to be paid. The selection panel shall have regard to advice available from persons engaged by the Governing Body.

5.2 Awards for performance to deputy and assistant heads

- 5.2.1 At the time of the annual assessment of teachers' salaries referred to in paragraph 6 of this policy, the review committee will consider recommendations from the head teacher that any deputy or assistant head teacher be paid additional points subject to the maximum of the individual range. The Governing Body expects that the objectives which were set for a deputy or assistant head teacher under the appraisal policy will have become progressively more challenging as the teacher has gained experience in his/her current role.

- 5.2.2 Where it considers it has substantial difficulties in retaining the services of a current deputy or assistant head teacher the Governing Body may decide to change the salary range of a deputy or assistant head teacher in accordance with the STPC Document in order to retain his/her services. Only in exceptional circumstances may the deputy or assistant head teacher's range overlap the head teacher's ISR. The deputy or assistant head teacher's salary cannot be placed on a new range, except at his/her current point or the minimum point,

whichever is the greater, until the September following the determination of a changed range.

6. ANNUAL ASSESSMENT OF THE SALARY OF TEACHERS

6.1 Annual assessments

6.1.1 On or before 1st September of each year, or as soon as possible thereafter, the head teacher will carry out an annual assessment of salary for each teacher, including deputy and assistant head teachers, leading practitioners and unqualified teachers employed in the academy. Each teacher will be informed in writing of the recommended salary for the September of the new academic year including any increased salary, having regard to the annual performance review conducted in accordance with the academy's appraisal policy and this policy. The head teacher will inform each teacher of the proposed salary before making the recommendation to the review committee. Any written comment from the teacher will be presented to the review committee when the recommendation of the head teacher is presented.

6.1.2 When the review committee has considered the recommendations from the head teacher for all teachers employed at the academy and any comment from any individual teacher, its decision will be provided in writing, by 31st October at the latest, to each teacher on the appropriate teacher salary assessment form. The salary assessment form will give information on each relevant aspect of the teacher's salary on which the Governing Body has discretion under this policy. All salary decisions will have been completed by 31st October at the latest to be backdated to the 1st September.

7. DETERMINATION OF LEADERSHIP GROUP SALARIES

7.1 Group of the Academy; Individual School Range (ISR) and salary ranges for other members of the leadership group

7.1.1 For the purposes of determining the group of the academy by which the ISR for the head teacher is identified, the Governing Body will re-calculate annually the appropriate unit total of the academy.

7.1.2 The Governing Body will assign the academy to the appropriate Head Teacher Group (HTG) whenever a new head teacher is to be appointed and on such occasions as the Governing Body sees fit. The head teacher may make representations to the

review committee to consider assigning the academy to a new HTG. The academy must be assigned to its appropriate group not more than three years after the academy was last assigned to a head teacher group.

- 7.1.3 If the Governing Body sees fit to change the group of the academy having re-calculated the unit total of the academy in accordance with the STPC Document and the academy is entitled to be in a HTG, the Governors will identify an ISR which will ensure that the minimum of the ISR is not below the minimum of the salary range for the HTG.
- 7.1.4 When a new head teacher is appointed, when the HTG is changed as in 7.1.3 above, the Governing Body, in accordance with the STPC Document, will re-determine an ISR on which the head teacher's salary will be paid, according to the size and circumstances of the academy. The ISR of the academy shall be a range of consecutive salary points selected by the Governing Body within the HTG range for the academy.
- 7.1.5 The selection committee, set up to appoint a new head teacher, shall determine the salary point on the ISR to be paid. The selection committee will ensure that there is room for salary progression to be determined by subsequent performance. The selection panel shall have regard to advice available from persons engaged by the Governing Body.
- 7.1.6 In the event that the Governing Body agrees to the academy's head teacher also being made the head teacher of another academy on a permanent basis, the head teacher's salary will be determined in accordance with STPC Document 2014 (paragraph 6.6).
- 7.1.7 Where such a decision is made then the Governing Body will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the safeguarding provisions will not apply.
- 7.1.8 The salary ranges for a deputy or assistant head teacher shall be determined with reference to the academy's ISR as defined by the STPC Document.

7.2 Annual Review of head teacher's salary

- 7.2.1 At the beginning of each academic year, or at any such time as the Governing Body, in consultation with the head teacher may decide, the reviewer governors referred to in 2.8 will agree with the head teacher, or, in the absence of agreement, set performance objectives together with performance

indicators/measures appropriate to each objective. The performance objectives will reflect priorities identified in the academy's development plan.

- 7.2.2 An external adviser will support the reviewer governors in carrying out the annual performance review of the head teacher. The performance review and review statement will be conducted in accordance with the academy's Appraisal policy.
- 7.2.3 In the autumn term of each year, (or where determined differently by the Governing Body as referred to in 7.2.1 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the review committee will receive recommendations from the reviewer governors (having consulted the Chair of Governors, if s/he is not a reviewer governor) about the salary of the head teacher. The recommendation shall reflect the reviewer governors' views based on the outcomes of the annual performance review and the Chair of Governor's view of the head teacher's overall performance during the year. Any recommendation for movement up the ISR, on which the head teacher is currently paid, will identify the recommended number of progressed points proposed. The head teacher will be advised of the proposed recommendation and may make a written response to the recommendation.
- 7.2.4 The recommendation for the head teacher will be made in a written statement to the review committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September. This will either be at the current point on the ISR or point(s) higher, subject to the maximum of the ISR, or any additional payments as identified in the STPC Document 2014, paragraph 9.3. The review committee will consider the recommendation together with any written response from the head teacher to the recommendation and make its decision known to the head teacher in writing on the salary assessment form by 31st December at the latest, to be backdated to 1st September. The head teacher will not be entitled to attend the meeting of the review committee.
- 7.2.5 If the head teacher wishes to seek a review of the decision of the review committee regarding his/her pay, s/he may do so in accordance with the procedure set out in paragraph 2.3 of this policy. The head teacher will have right of appeal against the decision of the review committee in accordance with the procedure set out in paragraph 2.4 of this policy.

7.3 Determination of Discretionary payments to head teachers

7.3.1 The Governing Body may decide to pay additional payments to the head teacher in accordance with paragraphs 9.3 of the STPC Document 2014.

7.3.2 Where a decision is made to increase the head teacher's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 7.2.4 above, the total sum of all payments made to the head teacher referred to in 7.3.1 will not exceed 25 per cent of the maximum of the HTG, except in exceptional circumstances.

7.3.3 In the event that it is considered there are wholly exceptional circumstances which make it necessary to exercise the provision set out in 7.3.2 above then the Governing Body will take external independent advice in accordance with paragraph 9.3 of the STPC Document 2014 before agreeing to such a decision.

7.4 Acting allowances for an acting head teacher, acting deputy head teacher, acting assistant head teacher or a teacher acting up in a TLR post

7.4.1 In the prolonged absence of the head teacher, a deputy head teacher, an assistant head teacher or a TLR post holder, the Governing Body may appoint a teacher to act up during the absence of the post holder. From the date that the Governing Body considers it necessary to make an acting appointment, the Governing Body will pay an allowance equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Governing Body on the ISR for the head teacher or the range of salaries for the deputy or assistant head teacher or the level of TLR in question. The STPC conditions of employment for a head teacher, deputy or assistant head teacher will also apply to any person in receipt of such an acting allowance.

7.4.2 If, during any absence of the head teacher, deputy or assistant head teacher or a TLR post holder, the acting appointment is

made and maintained for a period then the Governing Body will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 7.4.1 above. If no allowance is paid the Governing Body may reconsider the position at any time.

8. ADDITIONAL PAYMENTS FOR TEACHING STAFF

8.1 Additional payments may be payable in the event that the head teacher, following consultation with the teacher(s) affected, or the Chair of Governors following consultation with the head teacher decides to request teachers (or head teacher) to undertake the following:

- undertaking significant and sustained CPD beyond normal working hours. In particular, if upskilling or training were clearly of direct and immediate benefit to the employer
- participating in regular, significant out of hours learning activities. Duke of Edinburgh commitments may include weekends/holiday periods etc of activities away from home, for example

The daily rate payable to each individual teacher /head teacher undertaking the above activities and entitled to such a payment will be determined by the governing body. Periods of less than a day will be paid pro rata.

8.2 Where additional responsibilities and activities are undertaken by a teacher resulting from the head teacher having responsibility for more than one academy, as provided for in paragraph 7.1.7 of this policy, the salary review committee of the governing body will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the review committee will be reported to the next meeting of the governing body.

9. UNQUALIFIED TEACHERS

9.1 The Governing Body may employ unqualified teachers/instructors in the academy. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPC Document 2014.

9.2 The point on the academy's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPC Document 2014, at which a new appointment will be paid, will be determined by the head teacher, in consultation with the Chair of

Governors, and will take account of the qualifications and experience considered to be relevant to the post to which the person is appointed.

- 9.3 In addition to the appropriate point on the unqualified teachers' pay range the head teacher, in consultation with the Chair of Governors, may award an additional annual allowance in accordance with paragraph 22 of the STPC Document 2014 to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility or who s/he believes has additional qualifications and/or experience to warrant such an award.

The head teacher will report any award of such an allowance to the appropriate committee of the Governing Body.

- 9.4 The same arrangements for salary progression for teachers will also apply to unqualified teachers.
- 9.5 The same safeguarding arrangements will apply to an unqualified teacher as to other teachers, i.e. if as a result of changes to the STPC Document, the academy's pay policy or staffing structure of the academy an unqualified teacher would be paid a lower salary his/her salary will be protected for a period up to 3 years from the date of the change subject to the provisions of the STPC Document.

10. SALARIES OF SUPPORT STAFF

- 10.1 On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be evaluated in accordance with an approved scheme, currently Norfolk County Council's scheme. Advice will be sought from persons engaged by the Governing Body to advise on an approved evaluation process.
- 10.2 The head teacher, in consultation with the Chair of Governors, will determine the appropriate point on the evaluated range having regard to
- i) relevant qualifications and/or competencies
 - ii) recruitment/retention needs of the academy in respect of the post

The decision of the head teacher will be reported to the review committee.

- 10.3 If at any time the head teacher, in consultation with the Chair of Governors, considers that a member of the support staff is being asked to undertake, or has undertaken, increased or decreased responsibilities on a permanent basis, s/he shall refer the job description of the post, with the new responsibilities, to be evaluated. If

the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by the head teacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid. In the event that the evaluation provides for a lower salary the employee will be entitled to salary safeguarding for a period in accordance with the Trust's policy (a maximum of one year). The new salary level will be reported to the review committee at its next meeting.

- 10.4 At the time of making the annual assessment of the teachers' salaries the head teacher may also make any recommendation to the review committee in respect of the salary of any member of the support staff. Where the head teacher considers it appropriate s/he may recommend to the review committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of his/her performance during the previous year. The honorarium may either be paid as a lump sum payment at the next salary payment after the appropriate committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 10.5 If any member of the support staff wishes to appeal against his/her salary level s/he may ask for a re-evaluation of the job description of the post to be undertaken. In the event that a member of the support staff decides to appeal against a decision of the review committee under paragraph 2.4 above, then s/he shall enter a formal written statement of appeal. The appeal shall be heard by the review appeal committee referred to in paragraph 2.2.2 above.

11. SALARY SACRIFICE SCHEME*

- 11.1 The Local Governing Body will support and encourage any salary sacrifice scheme as identified in the STPC Document and made available by the academy, from which teachers or support staff employed in the academy benefit where there is no additional cost to the academy budget.

* *Governing Bodies should be aware that there will be a cost when an employee in receipt of child care vouchers is on maternity leave and is no longer receiving contractual pay.*

12. The Living Wage

- 12.1 The Diocese of Norwich Education and Academies Trust formally endorses paying the Living Wage. It encourages each of its Academies to consider paying the Living Wage.

13. REVIEW OF THE POLICY

- 13.1 The Trust will review this policy annually or on any occasion when it is requested to do so by the Head teacher / Principal.
- 13.2 The Trust will consult with the staff and the recognised trade unions at the time of the annual or any other review of the policy.
- 13.3 The Local Governing Body will review the implementation of this policy and report to the Trust Board every July.

ANNEX 1

PROCEDURE FOR A REVIEW OF A SALARY DETERMINATION OR A PERFORMANCE MANAGEMENT DECISION BY THE REVIEW COMMITTEE OF THE GOVERNING BODY

1. Case for the employee

The employee or representative:

- a) presents the employee's written application for the review.
- b) the members of the review committee may ask questions of the employee

2. The Chair of the Review Committee:

- a) explains the process and evidence used to come to the decision under review with reference to the written statement of reasons for the decision of the review committee previously provided to the employee.
- b) If the review committee has asked the head teacher (or a governor as referred to in Note 3 below) to be present at the hearing the head teacher (or governor) may be asked questions by the members of the review committee, and the employee or representative.

3. Summing up and withdrawal

- a) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- b) all persons other than the members of the review committee and the adviser (See Note 5 below), are then required to withdraw.

4. Review Committee decision

- a) The review committee and the person who is advising, if other than the head teacher or a governor, are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve all persons involved in the earlier hearing.
- b) The chair of the review committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

Notes: 1. *For the purposes of the review, the review committee and the employee will have the following documents:-*

- *the written statement of reasons for the decision of the review committee previously provided to the employee*

- *the written statement of reasons for the application for the review from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).*
 - *any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
2. *For the purposes of the review, the review committee may ask the head teacher (or in accordance with note 3 below, a governor) to be present. In that event the head teacher(or governor) may also be asked questions by the members of the review committee and by the employee or his/her representative. The head teacher (or governor) may not be involved in the decision of the review committee.*
 3. *Where the head teacher has asked for the review the review committee may ask the Chair of Governors or a representative of the governors referred to in 2.8.1 above to be present.*
 4. *The employee may be represented by a representative of his/her trade union or a workplace colleague.*
 5. *The review committee may have an adviser present to advise on fact and the law.*
 6. *The review is not an appeal against the decision.*
 7. *Where a teacher is seeking a review against a determination of the Threshold Application or an appraisal decision of the head teacher, the same procedure will be used with the head teacher taking the role of the review committee. The head teacher may have an adviser present to advise on the law, procedure and merits of the case, who may not be an employee of the academy.*

ANNEX 2

PROCEDURE FOR AN APPEAL AGAINST A SALARY OR PERFORMANCE MANAGEMENT DETERMINATION TO THE REVIEW APPEAL COMMITTEE OF THE GOVERNING BODY

The Appeal of the employee

The employee or representative,

- a) introduces the employee's written reasons for the appeal and the representative of the review committee and then members of the Appeal Committee may ask questions of the employee
- b) may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give, and each witness may be asked questions by the representative of the review committee and then by the Review Appeal Committee

The response of the review committee

The representative of the review committee

- a) explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the review committee previously provided to the employee, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the review committee.
- b) may call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the employee or his/her representative and then by the Review Appeal Committee

3. Summing up and withdrawal

- a) the representative of the review committee has the opportunity to sum up if s/he so wishes.
- b) the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes.
- c) all persons other than the Review Appeal Committee and its adviser are then required to withdraw.

4. Review Appeal Committee decision

- a) the Review Appeal Committee and the person who is advising on law, procedure, and merits of the case (See Note 4 below) are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties

- b) the Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing

- Notes:
1. *For the purposes of the appeal, the Review Appeal Committee will have the following documents;-*
 - *the written statement of reasons for the review committee decision previously provided to the employee*
 - *the written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).*
 - *any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
 2. *For the purposes of the appeal, the review committee representative may call the head teacher (or in accordance with note 3 below, a governor) as a witness for the review committee. In that event the head teacher (or governor) may be questioned as a witness.*
 3. *Where the head teacher has asked for the review the representative of the review committee may call the Chair of Governors and/or one of the governors referred to in paragraph 2.8.1 of the policy above as a witness.*
 4. *The Appeal Committee may appoint an adviser to advise on the law, procedure, and merits of the case who may not be an employee of the academy.*
 5. *The employee may be represented by a representative of his/her trade union or a workplace colleague.*
 6. *Where a teacher is appealing against a determination of the Threshold Application or an appraisal decision the same procedure will be used with the head teacher taking the role of the representative of the review committee. The head teacher may have an adviser present, as in Note 4 above, who may not be an employee of the academy.*

ANNEX 3

ACCESS TO THE TEACHERS' UPPER PAY RANGE

In order for an Employee to progress through threshold and on to the upper pay range the governing body through the recommendation of the Principal must be satisfied that the applicant has successfully demonstrated:-

- that as a teacher s/he is highly competent in all elements of the relevant standards; and
- that his/her achievements and contributions to the Academy are substantial and sustained

Within the academy this means that the teacher has consistently demonstrated that s/he meets all the teachers' standards, both in terms of teaching and personal and professional conduct, over a sustained period. In addition s/he has been assessed as meeting his/her performance management objectives over a sustained period and:

- all teaching has been rated as at least good overall when applying to go through the threshold, with some outstanding teaching being evidenced at UPS1 and UPS2, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support students so that almost all achieve in line with the Academy's expected levels of progress/achievement and some exceed them;
- the teacher has consistently taken responsibility for identifying and meeting his/her own professional development needs and used their learning to improve their own practice and students' learning;
- the teacher has demonstrated that s/he has made an impact on the academy beyond their own class/group(s) over a sustained period. This may include
 - demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;
 - contributing to policy and practice which has improved teaching and learning across the academy;
- the teacher has met the following standards which are relevant to teachers applying to go through threshold as well as those who may be eligible to progress on the upper pay range:-
 1. Contributed significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.
 2. Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
 3. Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
 4. Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.

5. Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
6. Have sufficient depth of knowledge and experience to be able to give advice on the development and well being of children and young people.
7. Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
8. Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
9. Promote collaboration and work effectively as a team member.
10. Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback. This does not imply any requirement that the teacher should have carried out additional responsibilities or participated in out-of-hours activities on a voluntary basis.

Sustained means maintained continuously over a period of two consecutive successful appraisal reviews. It is normally expected that this will include at least one year with the Trust, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.

ANNEX 4 **TEACHERS: RECRUITMENT AND RETENTION ALLOWANCES OR BENEFITS**

The appropriate committee of the Local Governing Body, in response to a request from the Principal may, on a case-by-case basis, recommend to the Trust that a payment or incentive is made to secure the recruitment, and/or to retain the services, of a teacher. In recommending and authorising such a payment, the following factors will be considered:

- there is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience;
- there is a need to retain the skills, qualifications or experience of an individual;
- whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school;
- available financial resources;
- market forces.

The level of payment should be determined taking in to consideration the individual circumstances of each situation giving due regard to the factors outlined above. There is an expectation that the maximum payment recommended by the Local Governing Body is £5,000 per annum and the maximum period over which this can continue without review is two years. A payment can be extended following a review by the relevant committee of the Trust having been recommended by the Principal/Governing Body. There is no limit to the number of occasions such a payment may be reviewed.

In exceptional circumstances the Local Governing Body of the academy can make a recommendation to the Trust Board for approval to pay a recruitment or retention payment that exceeds the maximum payment and/or the maximum period over which the payment can be made.

Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.

Any such payment will be confirmed in writing, including details of:

- whether it is for the purpose of recruitment or retention;
- the nature of the payment or incentive;
- if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time;
- the basis for any uplifts where applicable;
- the date which the payment/incentive will be reviewed;

Where an employee is relocating it may be appropriate for the governing body to consider a relocation allowance in line with the Trust's Relocation Policy rather than a recruitment incentive.

ANNEX 5

PROGRESSION ON THE UNQUALIFIED TEACHERS, MAIN UPPER AND UPPER PAY RANGES

The Trust aim to reward teachers who impact on their academy's achievement in regards to the students within the academy.

Teachers on the Main, Upper and Unqualified Teacher Pay Scale will have their salary reviewed annually in accordance with paragraph 6 of the main pay policy against the overall aims of the Trust and in accordance with the criteria which a teacher needs to meet to achieve salary progression.

Decisions regarding annual pay progression within the relevant ranges, set out below, will be made with reference to teachers' performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be consistent with the outcomes from the NQT induction process.

The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity, over a number of years, to progress to the maximum of their respective pay range. The Trust Academies have one salary band for unqualified teachers:-

Salary Scale for Unqualified Teachers from September 2014

Reference Point	England (excluding the London area)
UQT 1	16,136
UQT 2	18,013
UQT 3	19,889
UQT 4	21,766
UQT 5	23,644
UQT 6	25,520

The Trust Academies have two salary bands for qualified teachers:-

Salary Range for Main Pay Scale Teachers from September 2014

Point	England (excluding the London area) £
M 1	22,023
M 2	23,764
M 3	25,675
M4	27,650
M5	29,828
M6	32,187

Salary Range for Upper Pay Scale Teachers from September 2014

Reference Point	England (excluding the London area) £
Minimum Point 1	34,868
Mid Point 2	36,161
Maximum Point 3	37,496

Decisions on performance pay progression will be based on an assessment of the overall performance of the teacher undertaken as part of the annual performance review.

A teacher will be eligible for annual performance pay progression of one increment where they:

- 1) have been assessed as meeting the Teachers' Standards; and
- 2a) have had their teaching assessed as at least good overall during the assessment period; and
- 2b) Upper Pay Range teachers will be expected to continue to meet the requirements for progression to that range and demonstrate increasing levels of outstanding teaching overall; and will continue to meet the specific standards as set out in Annex 3 for Upper Pay Range teachers; and
- 3) have been assessed as meeting the requirements of their job description/job role; and

- 4) meet their individual performance management objectives (consideration will be given where significant progress towards the achievement of their individual performance management objectives has been made but factors beyond the teacher's control have impacted on their ability to meet their objectives); and
- 5) have demonstrated a personal responsibility for identifying and meeting their personal professional development review needs.

The evidence which will be considered in assessing performance will include:

- student progress data;
- quality of teaching against the Teachers' Standards, including observed practice;
- self-assessment;
- professional dialogue;
- received feedback;
- performance management statements;
- CPD records.

And in the case of Upper Pay Range, evidence of his/her contribution beyond his/her own classroom and the impact on the wider school as defined in the specific standards set out in Annex 3 for Upper Pay Range teachers. Upper Pay Range teachers will not be required to take responsibility and accountability for subject areas or manage other teachers without an appropriate TLR payment.

In cases of exceptionally high performance the reviewer may recommend that the teacher may be awarded an additional point where there is scope to do so within their scale (i.e. UQT 1-6, main scale 1-6 or UPS 1-3). To achieve this the teacher will have exceeded his/her objectives set out in their performance management statement and will be performing at a level in excess of the level of the band above which they are currently paid. The Principal should set out the rationale for a recommendation of this nature to the relevant committee of the Local Governing Body for their authorisation and this should be reported to the Trust.

ANNEX 6

TEACHERS: THE APPOINTMENT OF LEADING PRACTITIONERS

The Academy may decide to appoint teachers to a Leading Practitioner's post in the staffing structure.

Prior to recruiting for a Leading Practitioner the Principal will produce a job description and person specification for the new role and ensure this is discussed with representatives of Trust. The job description will include whether the role involves working in more than one Academy, and to whom the teacher reports and to whom s/he is accountable.

In accordance with the STPC the Leading Practitioner will be paid within a specified range, which will consist of either three points or five points on a scale, within the minimum and maximum range set out in the STPC Document.

Leading Practitioner roles may be paid on different salary ranges and the Local Governing Body will give due regard to the scope and challenge of the individual role in determining an appropriate range. The Local Governing Body will also give due regard to the pay differentials within the Academy and under normal circumstances the maximum point on the range should not be higher than the mid point of the lowest range of any Assistant Principal employed within the Academy.

ANNEX 7 – Salary ranges (all staff)

SALARY RANGES FOR TEACHERS PAIDON THE LEADERSHIP GROUP RANGE

L01	38,215.00
L02	39,172.00
L03	40,150.00
L04	41,151.00
L05	42,175.00
L06	43,232.00
L07	44,397.00
L08	45,421.00
L09	46,555.00
L10	47,750.00
L11	48,991.00
L12	50,119.00
L13	51,372.00
L14	52,653.00
L15	53,964.00
L16	55,398.00
L17	56,671.00
L18	58,096.00
L19	59,536.00
L20	61,013.00
L21	62,521.00
L22	64,075.00
L23	65,662.00
L24	67,290.00
L25	68,962.00
L26	70,668.00
L27	72,419.00
L28	74,215.00
L29	76,053.00
L30	77,946.00
L31	79,872.00
L32	81,858.00
L33	83,892.00
L34	85,966.00
L35	88,102.00
L36	90,284.00
L37	92,529.00
L38	94,817.00
L39	97,128.00
L40	99,552.00
L41	102,040.00
L42	104,596.00
L43	107,210.00

Teaching and Learning Responsibility (TLR)

Academies will need to agree with the Trust its plans for payment of TLRs to enable consistent application of the principles below across the Trust's academies.

Having decided to award a TLR, the academy must determine whether to award a first TLR (TLR1) or a second TLR (TLR2) and its value, in accordance with the school pay policy, provided that:

- (a) the annual value of a TLR1 must be no less than £7,471 and no greater than £12,643;
- (b) the annual value of a TLR2 must be no less than £2,587 and no greater than £6,322.

The academy may award a fixed-term third TLR (TLR3) to a classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of an individual TLR3 must be no less than £511 and no greater than £2,551. The duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3. All TLR payments to be ratified by the Trust before any offer or payment is made to ensure consistency and equity across the Trust.

The above is summarised in the table below:

Teaching and learning responsibility (TLR) payments		
	Minimum	Maximum
TLR 1	£7,471	£12,643
TLR 2	£2,587	£6,322
TLR 3	£511	£2,551

SALARY RANGES FOR SUPPORT STAFF (NORFOLK BASED SCHOOLS – KESSINGLAND TO INSERT SUFFOLK PAY SCALES WHEN PUBLISHED BY SCC)

Support Staff Salary Scales from 01 January 2015

Notes

Scale A

- From 1st October 2015 Salary point 5 will be deleted

Scale	Salary Point	£
Scale A	5	£13,500
	6	£13,614
Scale B	7	£13,715
	8	£13,871
	9	£14,075
Scale C	10	£14,338
	11	£15,207
	12	£15,523
	13	£15,941
Scale D	14	£16,231
	15	£16,572
	16	£16,969
	17	£17,372
Scale E	18	£17,714
	19	£18,376
	20	£19,048
	21	£19,742
Scale F	22	£20,253
	23	£20,849
	24	£21,530
	25	£22,212
Scale G	26	£22,937
	27	£23,698
	28	£24,472
Scale H	29	£25,440
	30	£26,293
	31	£27,123

Scale	Salary Point	£
Scale I	32	£27,924
	33	£28,746
	34	£29,558
Scale J	35	£30,178
	36	£30,978
	37	£31,846
Scale K	38	£33,627
	39	£34,551
	40	£35,499
	41	£36,477
	42	£37,479
Scale L	43	£39,168
	44	£40,035
	45	£40,926
	46	£41,847
	47	£42,759
Scale M	48	£44,934
	49	£46,062
	50	£47,211
	51	£48,402
	52	£49,611
Scale N	53	£52,500
	54	£54,009
	55	£55,560
	56	£57,156
	57	£58,791
Scale O	58	£62,010
	59	£63,771
	60	£65,589
	61	£67,458
	62	£69,378

Senior management and chief officer grades	£
Scale P	£77,232
	£79,549
	£81,935
	£84,393
	£86,925
Scale Q	£89,533
	£92,219
	£94,986
	£97,835
	£100,770
Scale R	£103,793
	£106,907
	£110,114
	£113,417
	£116,820
Scale S	£120,325
	£123,935
	£127,653
	£131,483
	£135,427
	£139,490

Hourly rates up to Scale Point 37 - from 01 January 2015

Scale	Salary Point	£	£
		Annual	Hourly
Scale A	5	£13,500	£6.9974
	6	£13,614	£7.0565
Scale B	7	£13,715	£7.1088
	8	£13,871	£7.1897
	9	£14,075	£7.2954
Scale C	10	£14,338	£7.4318
	11	£15,207	£7.8822
	12	£15,523	£8.0460
	13	£15,941	£8.2626
Scale D	14	£16,231	£8.4130
	15	£16,572	£8.5897
	16	£16,969	£8.7955
	17	£17,372	£9.0044
Scale E	18	£17,714	£9.1816
	19	£18,376	£9.5248
	20	£19,048	£9.8731
	21	£19,742	£10.2328
Scale F	22	£20,253	£10.4977
	23	£20,849	£10.8066
	24	£21,530	£11.1596
	25	£22,212	£11.5131
Scale G	26	£22,937	£11.8888
	27	£23,698	£12.2833
	28	£24,472	£12.6845
Scale H	29	£25,440	£13.1862
	30	£26,293	£13.6283
	31	£27,123	£14.0586
Scale I	32	£27,924	£14.4737
	33	£28,746	£14.8998
	34	£29,558	£15.3207
Scale J	35	£30,178	£15.6420
	36	£30,978	£16.0567
	37	£31,846	£16.5066

Scale	Salary Point	£	£
		Annual	Hourly
Scale K	38	£33,627	£17.4298
	39	£34,551	£17.9087
	40	£35,499	£18.4001
	41	£36,477	£18.9070
	42	£37,479	£19.4263
Scale L	43	£39,168	£20.3018
	44	£40,035	£20.7512
	45	£40,926	£21.2130
	46	£41,847	£21.6904
	47	£42,759	£22.1631
Scale M	48	£44,934	£23.2905
	49	£46,062	£23.8751
	50	£47,211	£24.4707
	51	£48,402	£25.0880
	52	£49,611	£25.7147
Scale N	53	£52,500	£27.2121
	54	£54,009	£27.9943
	55	£55,560	£28.7982
	56	£57,156	£29.6254
	57	£58,791	£30.4729
Scale O	58	£62,010	£32.1414
	59	£63,771	£33.0542
	60	£65,589	£33.9965
	61	£67,458	£34.9652
	62	£69,378	£35.9604