



<b>POLICY</b>	<b>Pay Policy</b>
<b>STATUS/DATE OF THIS VERSION</b>	<b>November 2023</b>
<b>APPROVED BY</b>	<b>PPP Committee</b>
<b>RATIFIED BY</b>	<b>Board of Trustees December 2023</b>
<b>REVIEW</b>	<b>November 2024</b>

This policy is operated by all the schools in Unity Education Trust (as listed below).  
**There may be sections that are specific to one school and these will be added by the school either as an annex or in place of yellow highlighted sections below.**

**Any queries about the policy should be directed, in the first instance, to the Head teacher/Head of School:**

- **Beeston Primary**
- **Garvestone Primary**
- **Grove House Infant**
- **Kings Park Infant**
- **Northgate High School and Dereham Sixth Form College**
- **The Pinetree School**
- **UET Compass Belton Academy**
- **UET Pathfinder Douglas Bader Academy**
- **Churchill Park**
- **Greyfriars Primary**
- **Highgate Infant School**
- **Kings Oak Infant School**
- **Wimbotsham and Stow Primary**
- **Magdalen Primary**
- **St Germans Primary**
- **Great Dunham Primary**



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This model has been subject to consultation with the recognised trade unions at County level. Any Trust looking to adopt, or adapt and adopt, as their own should consult recognised trade unions at local level.



## Introduction

The **Unity Education Trust** recognises that pay is of considerable importance in the management and motivation of staff. Pay will influence relationships and performance at work and, if it is to be a positive force, it is important to secure as much agreement as possible about its aims and to ensure transparency around pay related decision making.

This pay policy was adopted by the Trust on 23 November 2023 and has been consulted on with staff and/or the recognised trade unions.

The policy sets out how the Trust will assess the salary of a new member of staff on appointment and how salaries will be reviewed.

The aim of the policy is to:

- Maximise the quality of teaching and learning across the Trust's academies
- Support the recruitment and retention of a high-quality workforce
- Enable the Trust to recognise and reward staff appropriately for their contribution
- Help ensure that decisions on pay are managed in a fair, just and transparent way.

### 1. Pay differentials

Salaries assessed in accordance with this policy will take into account:

- the nature of the post and level of responsibility
- the qualifications, skills and experience required
- market conditions
- the wider Trust context
- other material differences between posts
- any requirements of the School Teacher's Pay and Conditions Document (STPCD) or, for support staff, relevant job evaluation scheme, so far as the Trust has determined is appropriate.

### 2. Pay structure

For the purposes of transparency and to deliver a clear framework for the CEO, Head teachers and staff to operate within, the Trust Board has adopted the pay structures detailed at Annex 3.

### 3. Salary protection or safeguarding

The Trust will ensure that salary protection or safeguarding arrangements are in place in accordance with the provisions of the STPCD or national or local collective agreements as appropriate.

Employees in receipt of salary protection or safeguarding payments will be expected to undertake commensurate work.



#### **4. TUPE Protection**

This pay policy reflects that pay arrangements adopted by the Trust that will be applied to all staff members. The only exceptions will be for those individuals whose contractual rights are protected by Transfer of Undertakings (Protection of Employment) Regulations [TUPE] and their pay arrangements will be determined by their protected arrangements until such time as those arrangements are lawfully superseded.

#### **5. Pensions**

The Trust will not increase the salary of any employee or use any other pay flexibilities in order to secure an improved pension entitlement on retirement. Such enhancements may be in breach of pension scheme legislation and may represent misuse of public funds. The Trust recognises that in such circumstances, a pension scheme may exercise their powers to use a notional salary for calculation of pension purposes and the DfE may exercise their powers to remove financial delegation.

#### **6. Equalities**

It is the intention of the Trust that pay is awarded fairly, equitably and in support of the school's policy on equality and recognising their responsibilities under relevant legislation.

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 e.g. due to sickness or maternity leave.

The Trust expects adherence to this policy in line with its obligations under equality legislation. The CEO, Headteachers and other senior managers must ensure that all reasonable adjustments or supportive measures are considered to allow equality of access and opportunity regardless of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.

Through the implementation of this policy, the Trust will be mindful of its obligation as employer to seek to maintain and protect the mental health and wellbeing of all staff as far as is reasonably practicable.

#### **7. Delegation of Authority**

The Trust Board has overall responsibility for pay matters.

The Board, or a group of Trustees appointed by it, will make decisions relating to the pay of the CEO, Head teachers/Heads of Schools, the Director of Education, Head of School Effectiveness, Head of Academy Improvement, Inclusion and Quality Assurance, The Director of Specialist Provision and the Principal of Specialist Provision and such other posts as the Board may determine from time-to-time.



The CEO has delegated powers to make decisions within the Trust's pay policy for all other posts.

The Trust Board, or a group of Trustees appointed by it, will quality assure the implementation of the policy and for that purpose will have confidential access to the salary details of individual members of staff in accordance with paragraph 14 below.

## **8. Appeal against pay decisions**

An employee may appeal against any determination in relation to their pay or any other decision taken that affects pay. Appeal arrangements are outlined at Annex 1.

## **9. Monitoring**

The Trust will monitor the outcomes and impact of this policy on a regular basis to assess its effect and the Trust's continued compliance with equalities legislation.

## **10. Staffing budget**

The amount of money allocated to implementing the Trust's pay policy will be determined at the beginning of each financial year through the budget allocation process 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 Trust as informed by the CEO and relevant committees or equivalent.

## **11. Relationship with the Trust's improvement and development plans**

The Trust will ensure that any pay related decisions support and reflect the overall objectives identified in its improvement and development plans. Wherever possible, career progression and staff development will be taken into account.

## **12. Access to development opportunities**

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

## **13. Consultation arrangements**

To ensure that meaningful consultation can take place in establishing and reviewing the Trust's pay policy, the Trust will consider the views of staff and recognised trade unions and professional associations prior to adoption. A copy of this pay policy will be made available to staff and is available on all Trust and Schools websites.

## **14. Communication arrangements**

The Trust is committed to ensuring that all staff are aware of its pay policy and that reasons for pay related decisions are understood. The application of the Trust's pay



policy will be undertaken in as open a way as possible. The salary details of individual members of staff, however, shall remain confidential between the employee and their Head of School or Head teacher, the CEO, appropriate Trustees, employees with responsibility for payroll and budgets, and accredited external parties such as HR and payroll providers.

Informing staff in writing of any decisions of the Board is the responsibility of the Chair of the Board in respect to the CEO's pay and the CEO in respect to all other staff

## **15. Outline pay framework adopted**

### ***15.1 The Chief Executive Officer and Accounting Officer***

The Trust has determined that pay arrangements for the Chief Executive Officer and Accounting Officer (CEO) will generally be in line with the STPCD but subject to consultations between appointed Trustees and the CEO. The Trust has agreed a personal pay scale for the CEO of 5 points above the maximum of the STPCD Group 8 range.

The Trust will implement mid-year pay reviews for the Executive Team.

### ***15.2 Pay reviews for the CEO***

The Trust will review the CEO's salary annually, before the end of the autumn term with any change having effect from 1 September. The CEO will receive a written statement confirming salary level following that review.

### ***15.3 Teaching staff***

The Trust has determined that the main provisions of the STPCD will be followed for all teaching staff across the Trust as detailed later in this policy. This covers all teachers employed by the Trust including class teachers (with and without additional responsibilities), unqualified teachers and those holding the position of Head of School, Head teacher or Executive Head teacher or other leadership roles.

This policy does not address every situation covered by the STPCD and the Trust reserves its right as the 'relevant' body to exercise its responsibilities in accordance with other pay and conditions issues not covered by this pay policy.

### ***15.3 Support staff***

The Trust has determined that the pay provisions of the National Conditions of Service for Local Government Staff (the Green Book) will be applied to all support staff employed by the Trust as detailed later in this policy. The Trust does reserve the right to determine alternative arrangements for an individual post(s) where it is believed that Green Book provisions are not appropriate in light of specific factors. If



a decision is made to use alternative pay arrangements for any individual post(s), this policy will be adjusted.

#### **Other identified staff with alternative pay arrangements**

The Trust has determined that the following posts will have alternative pay arrangements to the provisions of the STPCD or Green Book.

- Post A KSX and Medical Needs tutors
- Post B AHT at Pott Row

In these cases, the Trust has determined pay arrangements specific to those posts with all decisions (including any annual pay review, pay progression, bonus, etc. if applicable) being appropriately recorded in Trust minutes and in the employment contract documentation for those staff. Alternative pay arrangements are only applied where the Trust believes the established STPCD or Green Book provisions are not suitable for the specific role in question

#### **16. Pay reviews for teaching staff**

The Trust will ensure that the salary of all teaching staff (including Heads of School and Head teachers) is reviewed annually. Reviews must be completed no later than the end of the autumn term with any change having retrospective effect from 1 September.

Reviews may take place at other times of the year to reflect changes in circumstances or job description that warrant an adjustment to the pay level attached to a specific post.

All teaching staff will be given a written statement following the annual or any other review, setting out their salary and other financial benefits to which they are entitled, and this should be provided within one month. The content of the written statement will be in line with the requirements of the STPCD.

Reviews may take place at other times of the year to reflect changes in circumstances or job description that warrant an adjustment to the pay level attached to a specific post.

All teaching staff will be given a written statement following the annual or any other review, setting out their salary and other financial benefits to which they are entitled, and this should be provided within one month. The content of the written statement will be in line with the requirements of the STPCD.

The finalising of pay reviews and issuing of annual statements may be delayed if there is a delay in the STPCD being approved through Parliament (for example if STPCD is not entered into law until sometime after 1 September).

#### **17. Leadership Group pay – for appointments made after or Head teacher groups reviewed after 1 September 2014**

Salaries for members of the leadership group will be assessed:

- on appointment to the Trust
- annually, to take effect from 1 September
- upon any adjustment to the Head teacher group or pay range.
- at any other time provided for within the STPCD.

### **17.1 Stage 1 – defining the role and determining the Head teacher group**

For any leadership post, the Trust will define the role, responsibilities and accountabilities, as well as the skills and relevant competencies required.

Members of the leadership group (including the CEO) will be paid on the leadership pay range as detailed in the STPCD.

Each academy in the Trust will be assigned to a Head teacher group by calculating the total unit score in accordance with the STPCD. Where two or more academies are overseen by one Executive Head teacher, a combined Head teacher group will be calculated. The Head teacher group for any academy will be reviewed whenever the Trust deems it is necessary.

For other leadership group posts, consideration will be given to how the role fits within the wider leadership structure at the academy. The pay range for a Deputy or Assistant Head teacher will only overlap the Head teacher's pay range in exceptional circumstances.

### **17.2 Stage 2 - setting the indicative pay range**

In determining the leadership pay ranges, the Trust will consider the complexity and challenge of the role in the academy specific context and make a judgement on pay in light of this.

#### *Head teachers*

For Head teachers, discretionary payments such as allowances for recruitment and retention, permanent additional responsibilities (e.g. the provision of initial teacher training (ITT)) and long-term provision to other academies, will be captured as part of this process.

In setting the pay ranges, the Trust has taken into account additional factors to the extent deemed appropriate for the academies. The additional factors may include:

- **The context and challenge arising from pupils' needs, e.g. high level of deprivation in the community (Free School Meal entitlement and/or English as an Additional Language (EAL) indicators) or there are high numbers of Looked After Children (LAC) or children with special needs or there is a high level of in-year pupil mobility, and this affects the challenge in relation to improving outcomes.**



- **A high degree of complexity and challenge which goes significantly beyond that expected of any Head teacher of similar sized school(s) and is not already reflected in the total unit scores used at Stage 1.**
- **Additional accountability not reflected in Stage 1, e.g. leading a teaching school alliance.**
- **Factors that may impede the academy's ability to attract a field of appropriately qualified and experienced leadership candidates, e.g. location, specialism and/or level of support from the wider leadership team.]**

The Head of School or Head teacher's individual pay range will not normally exceed the maximum of the Head teacher group. However, the Head teacher's range may exceed the maximum if the Trust determines that circumstances specific to the role or candidate warrant a higher than normal payment. The maximum of the Head teacher's pay range and any additional payments made (in total) will not exceed the maximum of the Head teacher group by more than 25% unless in exceptional circumstances approved by the Trust Board. The minimum a Head teacher can be paid is point 6 on the ESOPS scale, in accordance with the STPCD.

#### *Other leadership posts*

For leadership posts other than the Head teacher, the Trust will give consideration to similar factors but also to the positioning of those posts between the Head teacher and other teaching staff within the academy.

The Trust has determined the head teacher group of each school to be as follows:-

Academy: Great Dunham  
Group Size: 1

Academy: Kings Oak  
Group Size: 1

Academy: Bridges Federation  
Group Size: 2

Academy: Garvestone Primary School  
Group size: 1

Academy: Greyfriars  
Group size: 2

Academy: The Federation of Grove House & Kings Park Infant Schools & Beeston Primary School  
Group size: 2

Academy: Highgate  
Group size: 1

Academy: Pinetree School  
Group size: 3



Academy: Short Stay School for Norfolk  
Group size: 1-5 across individual schools within SSSfN  
Academy; UET Compass Belton Academy  
Group size;1  
Academy; UET Pathfinder Douglas Bader Academy  
Group size; 1-5

Academy: Northgate High School & Dereham Sixth Form College  
Group size: 5 ( due to joint Heads in situ. This will change should the school have x1 Head)

Academy: Churchill  
Group: 7

The Trust has determined that Heads of School and Head teacher posts will have a salary range of seven consecutive points on the ESOPS leadership scale and that any Deputy or Assistant Head teacher posts will have a range of five consecutive points on the scale. Annual pay rates for each point are shown at Annex 3. Salary ranges have been set by the Trust as follows:

Academy: Great Dunham  
Headteacher salary range: 8 – 14

Academy: Kings Oak  
Headteacher salary range: 8 – 21  
Assistant Headteacher salary range; 1-5

Academy: Bridges Federation  
Executive Headteacher salary range: 15 – 21  
Deputy Executive Headteacher salary range: 4 – 8

Academy: Garvestone Primary  
Headteacher salary range: 8 – 14

Academy: Greyfriars  
Headteacher salary range: 15 – 21  
Assistant Headteacher salary range; 4-8

Academy: The Federation of Grove House & Kings Park Infant Schools & Beeston Primary School  
Executive Head salary range: 15 - 21  
Executive Deputy head teacher salary range: 4 - 8

Academy: Highgate  
Headteacher salary range: 8 – 14

Academy: Pinetree School  
Head of School salary range: 11 – 17  
Assistant Headteacher salary range;5-9



UET Compass Belton Academy and UET Pathfinder Douglas Bader Academy  
Director of Specialist Provision: 23 – 29  
Head of Provision and Outcomes- Specialist salary range;16-20  
Becki Crews??? Awaiting confirmation

UET Pathfinder Douglas Bader Academy  
Executive Headteacher salary range;21-27  
Associate Principal salary range;11-15  
Headteacher salary range;15-21

UET Compass Belton Academy  
Executive Headteacher salary range;23-29  
Head of School salary range;10-16  
Assistant Head salary range;10-16  
Head of UET Compass Earthsea salary range;10-16

Academy: Northgate High School and Dereham Sixth Form College  
Head of School salary range: 23 – 29  
Deputy headteacher salary range: 19 - 23  
Assistant headteacher salary range: 11 – 15

Academy: Churchill Park  
Headteacher salary range: 24 – 29  
Deputy Head Teacher salary range: 11 – 15  
Assistant Headteacher salary range;6-10

### **17.3 Stage 3 - setting the starting salary and individual pay range**

New members of the leadership group will normally be appointed to the indicative pay range for the role as above.

The Trust will ensure, on appointment that the starting salary is set at a level within the indicative pay range which allows performance related progression over time.

### **17.4 Determination of temporary payments to Headteachers**

The approach outlined in paragraphs 17.1 to 17.3 will capture all permanent responsibilities attached to a Headteacher's post. In most cases, therefore, additional payments will only be awarded 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. Such payments would require approval from the Trust.

The total sum of the temporary payments made to a Headteacher in any academic year will not exceed 25% of the annual salary which is otherwise payable to the Headteacher. Further, the total sum of salary and other payments will not exceed 25% above the maximum of the Headteacher group (except in wholly exceptional



circumstances and in which case, the Trust will seek external independent advice before providing such agreement and will ensure this is appropriately recorded.

Payments relating to residential duties or relocation expenses (see below) should not be included in this calculation.

### **17.5 Pay progression for leaders**

In accordance with the Trust's Teacher Appraisal Policy, the Trust (with the involvement of the CEO) will seek to agree performance objectives annually with each Head of School or Headteacher relating to school leadership, management and pupil progress. In the absence of agreement, the Trust will set such performance objectives as it considers reasonable.

There shall be no progression up the pay spine unless there has been a sustained high quality of performance having regard to the objectives set.

The salary of a Head of School or Headteacher will not be increased by more than two points in the course of one academic year. Such points will be effective from 1 September each year. The only exception would be after a change in the respective Headteacher group, where it is necessary to move the Headteacher, Deputy Headteacher or Assistant Headteacher up the pay range to ensure the salary equals the minimum of their respective new range.

Pay progression will only continue until the maximum of the individual salary range is reached. The Trust Board will not re-set the individual salary range solely because the member of the leadership group has reached the maximum of their range.

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.

### **17.6 Additional payments to Headteachers**

The STPCD makes some allowance for additional payments to be made to Headteachers in specific circumstances. The Trust reserves its right, should the specific circumstances arise, to determine that such payment be made.

## **18 Leading practitioners**

Where the Trust appoints a leading practitioner, whose job purpose must contain taking a leadership role in modelling and leading improvement of teaching skills, developing, implementing and evaluating policies and practices that contribute to school improvement, the appointed individual will be subject to the standards for leading practitioners set out in the STPCD.

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



When setting the individual pay range for leading practitioners, the Trust will have regard to the challenge and demands of the individual post and internal pay relativities. If more than one leading practitioner post exists in the school, each will be allocated an individual pay range specific to the different demands and challenges of those posts.

Currently the Trust has not taken a view on whether to establish such posts. If, at some point in the future, the Trust decides to establish Leading Practitioner post it will decide on the pay range to be adopted and the arrangements for performance review and progression.

## **19. Main pay range for qualified teachers**

### ***19.1 Determination of salary on appointment***

The Trust has adopted a main pay scale which begins at the minimum of the pay range and ends at the maximum and contains four reference points in between. This is set out in ESOPS (see Annex 3) and mirrors the advisory pay points laid out in the STPCD

- The Trust will consider the awarding of points on appointment on a case by case basis, having regard to equal opportunities, fairness and transparency, also having regard to other factors including the nature of the post and the level of qualifications, skills and experience required, and market conditions.

### ***19.2 Consideration of existing salary on appointment***

The Trust has determined that previous salaries need not be recognised when making a new appointment.

### ***19.3 Pay levels***

The Trust has adopted an upper pay scale that consists of the minimum and maximum values of the upper pay range set out in the STPCD.

### ***19.4 Upper pay range***

The Trust will pay teachers on the upper pay range where the stated criteria in the STPCD are met.

The Trust has adopted the upper pay range using the minimum and maximum values set out in the STPCD.

### ***19.5 Movement to the Upper Pay Range (see Annex 5)***

#### ***Applications and Evidence***



Any qualified teacher may apply to be paid on the upper pay range and **any such application must be assessed in line with this policy**. It is the responsibility of the teacher to decide whether they wish to apply to be paid on the upper pay range. Applications may be made once a year. Applicants should have been at the max of the MPR for 1 year before applying.

Application deadline is 31<sup>st</sup> October each year.

If a teacher is simultaneously employed elsewhere (outside the Trust), they may submit separate applications if they wish to apply to be paid on the upper pay range with that employer. The Trust will not be bound by any pay decision made by another employer.

All applications should include the results of reviews or appraisals under the 2011 or 2012 regulations, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence to demonstrate that the applicant has met the assessment criteria).

Applications should contain evidence from the previous 2 years successful performance management cycle. A letter of application with supporting application form and evidence should be submitted to their Head Teacher for Quality Assurance and onward recommendation to the CEO for their consideration.

An application form is available from Operational Directorate – Head of Services.

### ***The Assessment***

An application from a qualified teacher will be successful where the Trust board is satisfied that:

- a) the teacher is highly competent in all elements of the relevant standards; and
- b) the teacher's achievements and contribution are substantial and sustained.

### **For the purposes of this pay policy:**

- 'highly competent' means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice.
- 'substantial' means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning.
- 'sustained' means maintained continuously over a long period, e.g. 2 number of school years.



The application will be assessed initially by the Headteacher who will refer if satisfactory to the CEO who has delegated authority from the Trust Board to make the final determination.

### ***Processes and procedures***

The assessment will be made in accordance with the timescales set out in Annex 5.

If successful, applicants will move to the lowest point of the upper pay range from the 1<sup>st</sup> of September of the academic year in which the application was made.

If unsuccessful, feedback will be provided by the Headteacher in an individual meeting.

Any appeal against a decision not to move the teacher to the upper pay range will be heard under the Trust's appeal arrangements.

### ***19.6 Salary progression on the upper pay scale***

In accordance with the Trust's Teacher Appraisal Policy, the Head of School or Head teacher will agree performance criteria annually with each teacher and review performance against those criteria.

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 Trust 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.

### ***19.7 Salary progression on the main pay scale.***

In accordance with the Trust's Teacher Appraisal Policy, the Trust shall require the Head of School or Headteacher to agree performance criteria annually with each teacher and review the 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 Head of School or Headteacher and the teacher and as evidences by a successful performance management review.

The Trust will award movement up the pay range by one reference point (or in exceptional circumstances more than one) as part of any pay review with reference to the teacher's appraisal reports and the pay recommendations they contain.

## **19.8 Pay progression for ECTs**

In the case of Early Career Teachers (ECTs), the Headteacher will determine the teacher's performance and any pay recommendation by means of the statutory induction process set out in the Education (Induction Arrangements for School Teachers) (England) Regulations. The Headteacher will also ensure that ECTs are not negatively affected by the extension of the induction period from one to two years. Pay progression is an option for all ECTs at the end of the first year provided the stated requirements are judged to be met. If an ECT requires an extension to their first year due to unforeseen circumstances (e.g. absence from work), this will not necessarily prevent pay progression after the first year in role, provided evidence of positive assessments prior to the unforeseen circumstances is available to support consideration of the ECT's performance related pay progression.

## **20 Discretionary allowances and payments**

### **20.1 Teaching and learning responsibility payments (TLRs)**

TLRs will be awarded to posts as indicated in the staffing structure for each academy in the Trust, as determined by the Trust. If teaching posts are created specifically to work across the Trust rather than in a single academy, those will be identified separately if they are to carry a TLR payment.

Teachers in these identified posts will undertake duties that include significant responsibilities that:

- are focussed 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.

TLR payment amounts are normally set by the Trust within a minimum and maximum amount as stated in the STPCD.

A TLR3, with an annual value between the minimum and maximum set by the STPCD, may be awarded by the Trust 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 line with the STPCD. Safeguarding arrangements will not apply when TLR3 arrangements cease.

TLR2s:

A Minimum value of £3,214



A Maximum value of £7,847

TLR1s:

A Minimum value of £9,272

A Maximum value of £15,690

## 21. Special educational needs allowance (SEN)

A SEN allowance, with an annual value between the minimum and maximum set by the STPCD, will be awarded to any teacher:

- employed in a special school
- in a SEN post that requires a mandatory SEN qualification and involves teaching pupils with SEN
- that teaches pupils in one or more designated special classes or units in one of the Trust's academies
- in any non-designated setting (e.g. a special unit) 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 Trust.

The Trust will determine the spot value of the allowance (within the range set by the STPCD) 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.

The Trust has determined that any SEN allowance awarded will be to the maximum value of £5,009.

## 22. Additional payments to teachers

The Trust may exercise its discretion to award additional payments to teachers (including the Head teacher in some cases) as follows. In all cases the Trust will determine any payments on an individual basis.

### 22.1 Continuous professional development outside normal school hours



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

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

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

### **22.3 Participation in out of school hours learning activities**

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

### **22.4 Acting allowances**

Where a teacher is assigned and carries out the duties of a Head teacher, Deputy Head teacher, or Assistant Head teacher but has not been appointed in an acting capacity, the Trust shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the STPCD.

### **22.5 Recruitment and retention incentives and benefits**

The Trust has chosen not to exercise its discretion to award such incentives and benefits.

### **22.6 Tutoring**

STPCD 2021 introduced clarity on arrangements for payment to main pay range teachers and upper pay range teachers in respect of tutoring work undertaken to address learning disruption as a result of the Coronavirus pandemic. The mechanism for payment should be through the facility for payment in respect of out of school hours learning activity (for additional work undertaken outside the school day). The Trust will use these mechanisms where tutoring work is undertaken.

## **23. Unqualified teachers**

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

The Trust has adopted a pay range for unqualified teachers that consists of the minimum and maximum of the unqualified teacher pay range plus four reference points as set out in ESOPS (see Annex 3) and mirrors the advisory points laid out in the STPCD

The Trust will determine a starting salary for each unqualified teacher within the pay range for unqualified teachers shown at Annex 3.

On appointment, points on this pay scale will be awarded as follows:



- Unqualified teachers will commence on at least the minimum point of the Educator Solutions Optional Pay Scale.
- The Trust will consider the awarding of further points on appointment on a case by case basis with regard to equal opportunities, fairness and transparency, and also having regard to other factors including the teacher's qualifications and previous experience where these are considered to be of value to the performance of the duties of the post.

Where an unqualified teacher is first appointed below the maximum point of the unqualified teachers' pay range, pay progression (with effect from 1 September each year) will follow the same annual cycle as for qualified teachers.

In accordance with the Trust's Teacher Appraisal Policy, the Trust requires the Head of School or Head teacher to agree performance criteria annually with the unqualified 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 unqualified teacher in the light of the performance criteria previously agreed. The Trust may award movement up the pay range by one reference point in accordance with the provisions of the Trust's Teacher Appraisal Policy. Movement up the pay range will not exceed one reference point in the course of an academic year or the Trust may decide that there will be no movement in accordance with the provisions of the Trust's Teacher Appraisal Policy with reference to the unqualified teacher's appraisal reports and the pay recommendations they contain.

## **24. Part-time teaching staff**

Teachers employed on a contract with the Trust who work less than a full working week are deemed to be part-time. Specific requirements are included in the STPCD for the determination of pay for part-time teachers. The STPCD states that a part-time teacher should be paid a proportion of a full-time salary including relevant allowances (except TLR3), equivalent to the proportion of time they work 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.

The Trust requires that the salaries of part-time teachers are calculated in line with the example given in the STPCD (main document and guidance).

## **25. Short notice/supply teachers**

Teachers who work on a day-to-day or other short notice basis will be paid in accordance with the requirements of the STPCD.

Such teachers will have their pay assessed as an annual amount. Payment will then be based on that annual amount divided by one hundred and ninety-four for each full day 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 have their



payment based on an hourly rate calculated from their annual amount divided by 194 and then divided by 6.5.

These arrangements apply only to teachers employed directly by the school on a day-to-day or other short notice basis and pay arrangements will be confirmed with the teacher before the placement starts. Agency workers will be covered by the pay arrangements determined by their employing agency.

Working arrangements will be confirmed with the supply teacher before the placement starts.

These provisions do not apply to Agency Supply Teachers for whom their respective agency will determine pay levels.

## **26. Pay increases (pay award) arising from changes to the STPCD**

All teaching staff are paid in accordance with the STPCD as updated from time to time.

In respect of annual cost of living increases, the Trust will have regard to the requirements and discretions under the STPCD, the academy's financial position and other relevant factors when deciding how pay increases will be applied. Any teacher being paid at the minimum of a range will receive an uplift where required to keep them within that range. Beyond that, increases may be applied to:

- basic pay; and/or
- TLR and SEN allowances in payment; and/or
- other allowances in payment

Other than where those at the minimum of a range are automatically uplifted, the Trust will consider the uplift on a year by year basis.

## **27. Support staff**

The conditions of service for support staff may provide for a number of incremental points within a specified grade. Where this is the case, support staff will progress through the incremental points until they reach the maximum of their grade. Incremental progression will be automatic unless the member of staff is subject to capability procedures, in which case, their annual increment is likely to be withheld. The Norfolk County Council (NCC) determined arrangements for support staff pay include an incremental date of 1 July except when the member of staff does not have six months service by that date or where TUPE protection provides an alternative incrementing date. In these circumstances, the first increment is awarded after six months service.

Salaries for support staff are determined in accordance with nationally or locally agreed conditions of service.

The Trust operates a scheme of pay and conditions of service that reflect Norfolk County Council's Modern Reward Strategy. Grades and salaries for support staff are



determined in accordance with those provisions See Annex 3 for current grades and rates (except where an individual's salary arrangements may be protected through TUPE legislation).

The salaries of all support staff will normally be assessed:

- on appointment to the school
- annually to take effect from 1<sup>st</sup> July
- upon an appropriate request by the post holder
- at any other time deemed appropriate by the Trust.

This assessment will be determined by the following criteria:

- responsibilities of the post
- performance of the post holder in accordance with previously agreed objectives and the relationship between the outcome and the scheme for progression
- any career progression scheme for support staff in use in the Trust

The assessment may have regard to any current grading/job descriptions/job evaluation framework in force in the local authority.

## **28. Pay reviews for support staff**

The conditions of service for support staff may provide for a number of incremental points within a specified grade. Where this is the case, support staff will progress through the incremental points by one point each year until they reach the maximum of their grade or in exceptional circumstances more than one point where there has been a measurable increase in responsibility insufficient to warrant a regrading, or consistent high effort and contribution above the normal expectations of the post over a sustained period.

Incremental progression will be automatic unless the member of staff is subject to capability procedures, in which case, their annual increment is likely to be withheld.

The Norfolk County Council (NCC) determined arrangements for support staff pay include an incremental date of 1 July except when the member of staff does not have six months service by that date or where TUPE protection provides an alternative incrementing date. In these circumstances, the first increment is awarded after six months service.

## **29. Part-time support staff**

A full-time working week for support staff is 37 hours per week. Support staff working less than 37 hours per week will be deemed to be part-time. The salary of part-time staff will be calculated on a pro-rata basis against a 37 hour per week full-time salary.

Staff working less than all year round will have salary calculated in line with the formula which reflects annual leave entitlements within Norfolk's Modern Reward



Strategy. Contracted support staff working less than all year round will have their pay averaged across the year and paid in twelve equal instalments.

### **30. Apprenticeships**

The rate paid to an apprentice will be dependent on the status of the post they occupy. If the post they occupy is part of the normal staffing structure of the school, the apprentice will be paid the normal rate for the job under the provisions outlined above. If the post is additional to the normal staffing structure, the appropriate apprenticeship rate will normally be attached to the post. Current apprenticeship rates are published at [www.gov.uk/national-minimum-wage-rates](http://www.gov.uk/national-minimum-wage-rates).

### **31. Data Protection**

The Trust has in place arrangements with its payroll provider to ensure that it has measures to safely and securely process employees' personal data. In particular, data collected during the payroll process is held securely and accessed by, and disclosed to, individuals only for the purposes of paying the employee in accordance with their employment contract. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the school's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the school disciplinary procedure.

### **32. Monitoring**

The Trust will monitor the outcomes and impact of this policy on a regular basis to assess its effect and the Trust's continued compliance with equalities legislation.

## **Annex 1 – Pay and performance management appeal procedure**

An employee may appeal against any determination or proposed determination in relation to their pay or performance management.

Possible grounds for appeal are that the person or committee that made the decision:

In the case of teachers:

- incorrectly applied a provision of the STPCD
- 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 Trust's pay policy
- was biased, or
- otherwise unlawfully discriminated against the teacher.

In the case of support staff:

- has applied the job evaluation scheme incorrectly
- has not taken into account all relevant information when grading the job
- referred to incorrect or out of date information when grading the job
- failed to apply the Trust's pay policy
- was biased
- otherwise unlawfully discriminated against the member of support staff

### **For support staff –**

Appeals against grading and pay progression decisions will be considered through the following process:

1. The member of staff receives written confirmation of the pay determination and, where applicable, the basis on which the decision was made.
2. If the member of staff is not satisfied, they should seek to resolve this by discussing the matter informally with the decision maker within 10 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.

### *Registering a formal appeal*

3. To initiate a formal appeal, the member of staff should put in writing their reasons for their appeal. This should be sent to the person or committee that made the determination within 10 working days of the notification of the decision, or within 10 working days of the informal discussions that attempted to resolve the matter.

### *First hearing*

4. The person or committee who made the determination should provide a hearing within 10 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.

### *Pay Appeals Committee hearing*

5. Any appeal should be heard by a Pay Appeals Committee composed of three Trustees 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.
6. A designated member of the appropriate pay committee (or where the decision was made by the Head teacher or CEO, the Head teacher or CEO respectively) will present evidence to support the original decision.
7. Both parties may call witnesses.
8. Relevant papers will be exchanged by the parties no later than three working days before the hearing
9. 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 Pay Appeals Committee are final and there is no recourse to the Trust's grievance procedure.

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.





## **Annex 2 – Pay appeal procedure**

### **Procedure at a hearing of the Pay Appeal Committee of the Trust**

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

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

The Head teacher, CEO or designated member of the Pay Committee should be given the opportunity to ask questions of the appellant

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

The Head teacher, CEO or designated member of the Pay Committee should present their case referring to any relevant documentation

The appellant, or their representative, should be given the opportunity to ask questions of the Head teacher, CEO or member of the Pay Committee

The members of the Committee and their adviser(s) should be given the opportunity to ask questions of the Head teacher, CEO or member of the Pay Committee

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

The Head teacher, CEO 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 or where appropriate if the appellant is a Head teacher or the CEO. At any stage in the proceedings a request by either side for a brief adjournment may be granted at the discretion of Chair.

## ANNEX 3

### ESOPS 1 September 2023 G206c

#### Advisory note on the ESOPS scales

The School Teachers' Pay and Conditions Document requires that teachers be paid within ranges (minimum and maximum rates) specified by the Document. ESOPS is updated each year to ensure the minimum and maximum levels are met and that the annual "pay award" is interpreted and incorporated in a reasonable and justifiable way.

ESOPS has always retained reference pay points within all the pay ranges, for ease of use. If a school or academy chooses not to follow the ESOPS model, they will need to provide to EducationHR (or alternative HR provider) details of pay structure decisions so that appropriate payments can be made. Whether a school or academy chooses to follow ESOPS or an alternative, locally determined arrangement, the decision must be reflected in the school or academy pay policy and made available to staff.

#### Main Pay Range

Point	2023
Point 1 (Minimum)	£30,000
Point 2	£31,737
Point 3	£33,814
Point 4	£36,051
Point 5	£38,330
Point 6 (Maximum)	£41,333

#### Upper Pay Range

Point	2023
Point 1 (Minimum)	£43,266
Point 2	£44,870
Point 3 (Maximum)	£46,525

### Allowances for qualified classroom teachers

TLR payments 2023		
	Minimum	Maximum
<b>TLR 1</b>	£9,272	£15,690
<b>TLR 2</b>	£3,214	£7,847
<b>TLR 3</b>	£639	£3,169

SEN allowances 2023	
Minimum	Maximum
£2,539	£5,009

### Unqualified Teacher pay range

Point	2023
Point 1 (Minimum)	£20,598
Point 2	£22,961
Point 3	£25,323
Point 4	£27,406
Point 5	£29,772
Point 6 (Maximum)	£32,134

### Leading practitioner pay range

Point	2023
Point 1 (Minimum)	£47,417
Point 2	£48,602
Point 3	£49,815
Point 4	£51,056
Point 5	£52,327
Point 6	£53,640
Point 7	£55,084
Point 8	£56,357
Point 9	£57,762
Point 10	£59,248
Point 11	£60,785
Point 12	£62,184
Point 13	£63,739
Point 14	£65,330
Point 15	£66,954
Point 16	£68,734
Point 17	£70,313
Point 18 (Maximum)	£72,085

Leadership group pay ranges								
Pnt	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
1	£47,185							
2	£48,366							
3	£49,574							
4	£50,807							
5	£52,074							
6	£53,380							
7	£54,816							
8	£56,082	£56,082						
9	£57,482	£57,482						
10	£58,959	£58,959						
11	£60,488	£60,488	£60,488					
12	£61,882	£61,882	£61,882					
13	£63,430	£63,430	£63,430					
14	£65,010	£65,010	£65,010	£65,010				
15	£66,628	£66,628	£66,628	£66,628				
16	£68,400	£68,400	£68,400	£68,400				
17	£69,970	£69,970	£69,970	£69,970				
18	£70,019	£71,729	£71,729	£71,729	£71,729			
19		£73,509	£73,509	£73,509	£73,509			
20		£75,331	£75,331	£75,331	£75,331			
21		£76,430	£77,195	£77,195	£77,195	£77,195		
22			£79,112	£79,112	£79,112	£79,112		
23			£81,070	£81,070	£81,070	£81,070		
24			£82,258	£83,081	£83,081	£83,081	£83,081	
25				£85,146	£85,146	£85,146	£85,146	
26				£87,253	£87,253	£87,253	£87,253	
27				£88,530	£89,414	£89,414	£89,414	
28					£91,633	£91,633	£91,633	£91,633
29					£93,902	£93,902	£93,902	£93,902
30					£96,239	£96,239	£96,239	£96,239
31					£97,639	£98,616	£98,616	£98,616
32						£101,067	£101,067	£101,067
33						£103,578	£103,578	£103,578
34						£106,138	£106,138	£106,138
35						£107,700	£108,776	£108,776
36							£111,470	£111,470
37							£114,240	£114,240
38							£117,067	£117,067
39							£118,732	£119,921
40								£122,912
41								£125,983
42								£129,140
43								£131,056

NOTE: Amounts in italics with \* are maximums for the eight headteacher groups only.



Point	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7	Group 8
1	£							
2								
3								
4								
5								
6	£53,380							
7								
8		£56,082						
9								
10								
11			£60,488					
12								
13								
14				£65,010				
15								
16								
17								
18	£71,019				£71,729			
19								
20								
21		£76,430				£77,195		
22								
23								
24			£82,258				£83,081	
25								
26								
27				£88,530				
28								£91,633
29								
30								
31					£97,639			
32								
33								
34								
35						£107,700		
36								
37								
38								
39							£118,732	
40								
41								
42								
43								£131,056



**Supply rates 2023/24**

For the academic year 2023/24, the standard school year of 195 working days for a full-time teacher will operate. Daily rates are therefore annual salary/195 and hourly rates are annual salary/1265.

**ESOPS Main Pay Range for Qualified Teachers**

	<b>Annual Salary</b>	<b>Daily Rate</b>	<b>Hourly Rate</b>
<b>Point 1</b>	£30,000	£153.85	£23.72
<b>Point 2</b>	£31,737	£162.76	£25.09
<b>Point 3</b>	£33,814	£173.41	£26.74
<b>Point 4</b>	£36,051	£184.88	£28.50
<b>Point 5</b>	£38,330	£196.57	£30.31
<b>Point 6</b>	£41,333	£211.97	£32.68

**ESOPS Upper Pay Range**

	<b>Annual Salary</b>	<b>Daily Rate</b>	<b>Hourly Rate</b>
<b>Point 1 (Min)</b>	£43,266	£221.88	£34.21
<b>Point 2</b>	£44,870	£230.11	£35.48
<b>Point 3 (Max)</b>	£46,525	£238.59	£36.78

**SEN Allowance**

Supply teachers working in Special Schools will have an additional amount added to their hourly rate in accordance with the School Teachers Pay and Conditions document. The school is to determine the level of SEN Allowance within the range below. The amount to add for each supply day will be that annual allowance rate divided by 195, or for each hour claimed, 1/1265<sup>th</sup> of that annual rate.

<b>SEN allowances 2023</b>	
Minimum	Maximum
£2,539	£5,009

**ESOPS for Unqualified Teachers**

	<b>Annual Salary</b>	<b>Daily Rate</b>	<b>Hourly Rate</b>
<b>Point 1 (Min)</b>	£20,598	£105.64	£16.29
<b>Point 2</b>	£22,961	£117.75	£18.16
<b>Point 3</b>	£25,323	£129.87	£20.02
<b>Point 4</b>	£27,406	£140.55	£21.67
<b>Point 5</b>	£29,772	£152.68	£23.54
<b>Point 6 (Max)</b>	£32,134	£164.79	£25.41



Scale	Salary Point	£	Hourly
Scale A*	2	£22,366	£11.5929
Scale B	3	£22,737	£11.7852
Scale C	4	£23,114	£11.9806
Scale D	5	£23,500	£12.1807
	6	£23,893	£12.3844
Scale E	7	£24,294	£12.5922
	8	£24,702	£12.8037
	9	£25,119	£13.0198
	10	£25,545	£13.2406
	11	£25,979	£13.4656
Scale F*	12	£26,421	£13.6947
	13	£26,873	£13.9290
	14	£27,334	£14.1679
	15	£27,803	£14.4110
	17	£28,770	£14.9122
Scale G	18	£29,269	£15.1709
	19	£29,777	£15.4342
	20	£30,296	£15.7032
	21	£30,825	£15.9774
	22	£31,364	£16.2568
Scale H	23	£32,076	£16.6258
	24	£33,024	£17.1172
	25	£33,945	£17.5946
Scale I	26	£34,834	£18.0554
	27	£35,745	£18.5276
	28	£36,648	£18.9956

**Salary Scales current  
from 01 April 2023  
G206a**

**Scales A to I**

## Scales J to O

Scale	Salary Point	£	Hourly
Scale J	29	£37,336	£19.3522
	30	£38,223	£19.8120
	31	£39,186	£20.3111
Scale K	32	£41,173	£21.3410
	33	£42,196	£21.8713
	34	£43,249	£22.4171
	35	£44,335	£22.9800
	36	£45,442	£23.5538
Scale L	37	£47,320	£24.5272
	38	£48,280	£25.0248
	39	£49,270	£25.5379
	40	£50,293	£26.0682
	41	£51,304	£26.5922
Scale M	42	£53,802	£27.8870
	43	£55,107	£28.5634
	44	£56,430	£29.2491
	45	£57,798	£29.9582
	46	£59,196	£30.6828
Scale N	47	£62,526	£32.4089
	48	£64,263	£33.3092
	49	£66,054	£34.2375
	50	£67,890	£35.1892
	51	£69,768	£36.1626
Scale O	52	£73,485	£38.0892
	53	£75,513	£39.1404
	54	£77,610	£40.2273
	55	£79,764	£41.3438
	56	£81,981	£42.4929





Scale	Salary Point	£
Scale P	57	£92,814
	58	£95,538
	59	£98,343
	60	£101,229
	61	£104,211
	62	£107,277
Scale Q	63	£107,277
	64	£110,433
	65	£113,688
	66	£117,030
	67	£118,164
	68	£121,644
Scale R	69	£121,644
	70	£125,238
	71	£128,928
	72	£132,738
	73	£136,665
	74	£140,703
Scale S	75	£140,703
	76	£144,861
	77	£149,148
	78	£153,564
	79	£158,106
	80	£162,792

**Scales P to S - Senior Management and Chief Officer Grades**

\*Salary point 1 removed and point 16 not used by Norfolk County Council.

## Annex 4 – Upper pay scale – model application process

An application to access the upper pay range can be made if the conditions in the pay policy section on salary progression to the upper pay range are satisfied and it can be demonstrated that:

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

Applicant to discuss the process with their appraiser and/or the Headteacher, either during the appraisal review or at another agreed time.

Before 31<sup>st</sup> October, the applicant should submit a letter of application to the Headteacher, outlining their wish to move to the upper pay range, with a written summary of evidence (as described in the school's pay policy) and evidence of their two most recent, successful appraisal outcomes. Evidence to support should be uploaded to the Performance management portal.

The evidence should outline how the relevant standards are demonstrated in the teachers practice. An application form is available from Central

In consultation with the Headteacher, the applicant should then arrange to discuss and present the evidence demonstrating how the appropriate standards are met. The Headteacher will endorse the application and forward all application paperwork to the Central Operations team

