

Vigo Primary School



Pay Policy

This policy has been approved and adopted by the Governing Body in October 2023 and will be reviewed in September 2024.

Signed: *Marty Johnson (CoG)*

Date: 14.11.2023

1. General commitment

The governing body will seek to ensure that staff are rewarded in an open and transparent way for the level of responsibility they carry and the individual contributions and impact they make to the work of the school, subject only to the constraints of statutory documents, national and local pay structures. Budgetary provision will only be a consideration in respect of determining what posts are held in the school structure and not in respect of eligibility for pay progression.

This policy sets out the framework for making decisions on pay. The policy aims to:

- maximise the quality of teaching and learning at the school;
- support the school improvement plan;
- support the recruitment and retention of a high-quality workforce;
- enable the school to recognise and reward all staff appropriately;
- support equality, inclusion and diversity through ensuring that decisions on pay are managed in a fair, objective and transparent manner, complying with equalities legislation.

This policy operates in conjunction with the school's policy on [Managing Performance of Staff in Schools](#).

This pay policy will be reviewed annually by the governing body in consultation with staff.

2. Basic principles and governance

2.1 Terms and conditions

All teachers at the school are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document. A copy can be found online at: <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>.

The statutory pay arrangements give discretion on pay progression for classroom teachers and leaders as well as discretion on use of teaching and learning responsibility payments (TLRs) and other allowances. Decisions on the way these discretions are applied are the responsibility of the governing body, advised by the headteacher where appropriate, and are set out in this pay policy for the school.

Support staff at this school are paid in accordance with the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the 'Green Book') and locally agreed conditions of service, as they apply to schools, under 'Employment in Hampshire County Council 2007' ('EHCC2007'). Their pay is set in accordance with Hampshire County Council's pay framework and pay progression is determined through use of Individual Performance Planning (IPP).

Teachers or support staff who transfer to the school as part of a TUPE transfer will be subject to alternative terms and conditions which will continue to apply unless through voluntary agreement or where a formal process has been followed to change terms and conditions.

All pay-related decisions are made taking full account of the school improvement plan and staff, together with their school union representatives, have been consulted as appropriate on the principles contained in this policy. Such decisions are also taken within the framework of current employment legislation, particularly those focused on equalities.

The governing body will actively promote equality, inclusion and diversity in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training, and staff development.

2.2 Pay reviews

The governing body will review every teacher's salary to apply with effect from 1 September by no later than 31 October every year (31 December for the headteacher). Within one month of the pay determination, the governing body will give all teachers a formal statement saying what their salary is and how it has been arrived at. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that affect the structure of a teacher's pay.

Likewise, the governing body will review the salary of all support staff to apply with effect from 1 April each year.

Any pay progression decisions will be based on performance of the member of staff, following an appropriate performance management process with outcomes confirmed in writing.

Where a pay determination leads (or may lead) to the start of a period of salary safeguarding/protection, the governing body will give the required notification as soon as possible, and no later than one month after the date of the determination.

2.3 The Pay Committee

School decisions on pay will be taken by the Pay Committee. The Committee consists of a minimum of three governors, elected annually and is responsible for:

- taking decisions on the headteacher's pay normally by 31 December based on recommendation from the Headteacher Performance Management Committee;
- reviewing recommendations to ensure equality, inclusion and diversity matters have been considered and be assured that performance management has been appropriately applied
- taking decisions on pay for other staff based on headteacher or line manager recommendations, normally by 31 October for teachers and 31 December for support staff;
- considering the school's approach towards the exercising of pay discretions;
- recommending fair, proportionate and justified leadership salaries;
- keeping the school's pay policy up-to-date and under review;
- ensuring that pay decisions for each member of staff in the school are communicated to them in writing;
- approving the annual teachers' pay statements.

The headteacher will make all pay recommendations to the Pay Committee. The headteacher will have a right to provide professional advice in relation to the recommendations made. The headteacher will withdraw during consideration of his/her pay. It may also be appropriate for him/her to withdraw whilst the pay of the deputy or assistant headteacher is discussed if, for example, a pecuniary interest arises from consideration of differentials.

Staff governors are not eligible to be members of the Pay Committee as they would need to withdraw from the committee during consideration of pay decisions.

The full governing body retains responsibility for endorsing any proposed changes to the school's pay policy. Any substantive changes should be discussed with and communicated to the staff in writing by the headteacher, to allow for consultation prior to a decision being taken by the governing body.

2.4 Complaints/appeals

Where a member of staff is dissatisfied with a decision of the governors' Pay Committee, this should be taken up informally with the headteacher (or the chair of the Headteacher's Performance Management Committee if it is the headteacher who is dissatisfied about their own pay progression) and, if unresolved, then pursued via the governing body's Appeals Committee. Any formal appeal should be set out in writing, clarifying the ground(s) for appeal, and sent to the clerk to the governing body (who can be contacted via the school office) within ten working days of either the notification of the original decision, or of the outcome of the discussion with the headteacher referred to above. Information on appeal arrangements and grounds for appeal are described in Section 8 at the end of this policy document.

2.5 Confidentiality

The elements of the school's pay policy will be shared and discussed openly with the school's staff. Individual pay decisions will be handled confidentially between the Pay Committee, headteacher and the staff concerned. Where pay information is requested by the wider governing body it will be anonymised.

3. Basic Salary

3.1 Part-time teachers

Teachers employed on an on-going basis at the school but who work less than a full working day or week are deemed to be part-time. The statutory School Teachers' Pay and Conditions Document requires schools to calculate their part-time teachers' pay fractions, PPA entitlement and directed time allocation with reference to the 'school timetabled teaching week' (STTW). The STTW will determine the proportion of directed time which applies to part-time teachers.

In this school the total weekly STTW is 23 hours. A detailed breakdown is attached as Appendix 1 to this pay policy.

In accordance with the School Teachers' Pay and Conditions Document, the STTW includes the school's session hours timetabled for teaching, including PPA time and non-contact time. The STTW excludes break times, registration and assemblies, although most of these elements remain part of directed time hours.

The school will consult on any changes to the STTW. If a part-time teacher suffers a financial loss as a result of these changes however, there is no entitlement to salary safeguarding/protection.

Part-time teachers who are employed on specific days of the week will not be required to work at the school on a day on which they are not normally employed.

3.2 Short notice/supply teachers

Teachers who work on a day-to-day or other short notice basis have their pay determined in line with the statutory pay arrangements in the same way as other teachers. Teachers who work less than a full day will be paid in proportion to the length of the school day.

3.3 Salary safeguarding/salary protection

There are provisions in the School Teachers' Pay and Conditions document which provide salary safeguarding in some situations where a teacher's salary is reduced as a result of a restructure or redeployment. There are also salary protection arrangements which may apply to support staff under the EHCC agreement, depending on the nature of the restructure/redeployment. If this school determines a need to restructure, such a decision will be subject to consultation and the school will confirm the salary protection arrangements which apply in specific situations during that consultation period.

3.4 Pay portability

While Hampshire County Council encourages schools to consider pay portability, teachers on the unqualified, main and upper pay ranges who move to a new school need to check whether the new school will match their current range and salary. Pay portability is not applicable for leading practitioner and leadership posts where the range for each role is determined based on the context of the role and the size of its responsibilities. This school's approach to pay portability for new appointments for those on the unqualified, main and upper pay ranges is covered in section 4.

3.5 Pay ranges

3.5.1 Leadership pay ranges

The governing body will set salary ranges for staff on the leadership pay ranges having regard to the content of the relevant School Teachers' Pay and Conditions Document. Progression through these ranges will be dependent on the factors described in section 5 of this policy. Any salary determinations made are only permanent whilst the teacher remains employed at this school.

Differing arrangements apply to members of the leadership group appointed on or before 31 August 2014, and those appointed after this date:

- Members of the leadership group who were appointed on or after 1 September 2014 are subject to the arrangements in the current School Teachers' Pay and Conditions Document
- Members of the leadership group who were appointed on or before 31 August 2014 (regardless of their start date) are subject to the arrangements in the 2013 School Teachers' Pay and Conditions Document, or earlier, as adjusted for pay awards.

The governing body will review the pay of leadership pay range teachers paid under the 2013 School Teachers' Pay and Conditions Document where there is a significant change in responsibilities. Any re-determination of the pay range will be undertaken in accordance with the current School Teachers' Pay and Conditions Document.

Where the governing body has made a determination to pay any leadership pay range teachers under the current School Teachers' Pay and Conditions Document, the governing body make a determination to review the pay of all teachers paid on the leadership pay range to maintain consistency between leadership staff.

The full governing body must approve any changes to leadership pay arrangements and all determinations made in relation to setting the pay ranges of members of the leadership group will be formally recorded in minutes, along with the rationale for the determinations made.

The governing body will be mindful that they are using public money and that their decision-making must adhere to all relevant legislation, in the public interest, to high ethical standards and achieving value for money.

The pay of teachers on the leadership pay range, both those paid under the 2013 or earlier Document and those paid under the current document, will be set in accordance with the 43 point range as detailed in Table 1 below.

Point	Annual amount £	Headteacher group
L 1	47,185	
L 2	48,366	
L 3	49,574	
L 4	50,807	
L 5	52,074	
L 6	53,380	
L 7	54,816	
L 8	56,082	
L 9	57,482	
L 10	58,959	
L 11	60,488	
L 12	61,882	
L 13	63,430	
L 14	65,010	
L 15	66,628	
L 16	68,400	
L 17	69,970	
L 18*	71,019	<i>Top of group 1</i>
L18	71,729	
L 19	73,509	
L 20	75,331	
L 21*	76,430	<i>Top of group 2</i>
L 21	77,195	
L 22	79,112	
L 23	81,070	
L 24*	82,258	<i>Top of group 3</i>
L 24	83,081	
L 25	85,146	
L 26	87,253	
L 27*	88,530	<i>Top of group 4</i>

L 27	89,414	
L 28	91,633	
L 29	93,902	
L 30	96,239	
L 31*	97,639	<i>Top of group 5</i>
L 31	98,616	
L 32	101,067	
L 33	103,578	
L 34	106,138	
L 35*	107,700	<i>Top of group 6</i>
L 35	108,776	
L 36	111,470	
L 37	114,240	
L 38	117,067	
L 39*	118,732	<i>Top of group 7</i>
L 39	119,921	
L 40	122,912	
L 41	125,983	
L 42	129,140	
L 43	131,056	<i>Top of group 8</i>

Table 1: The 43 point leadership pay range

Note: There may be some small variances between some of the published annual salaries and employees' actual salaries due to rounding.

* Points in Table 1 marked with an asterisk indicate the top of group sizes 1-7 and therefore should only be used where the top of the pay range coincides with the top of the group size.

3.5.1.1 Leadership pay arrangements

In making determinations on pay ranges, the governing body will already have ensured that:

- a. the school's headteacher group is calculated in accordance with the statutory School Teachers' Pay and Conditions Document 2013 or earlier;
- b. the seven point headteacher pay range for the headteacher (where determined on or after 1 September 2011) falls within the headteacher group;
- c. the five point ranges for deputy and assistant headteachers are set in accordance with the provisions of section 3.5.1.3 on pay differentials.

In making determinations on pay ranges, the governing body will already have ensured that:

- a) The school's headteacher group is calculated in accordance with the current statutory School Teachers' Pay and Conditions Document.
- b) The seven point pay range for the headteacher will be calculated in accordance with Hampshire County Council's [Guidance on setting the pay range of the headteacher](#).

- c) The requirements of the current School Teachers' Pay and Conditions Document are followed when determining the headteacher range and temporary allowances. This will include ensuring the minuting of the rationale for decisions regarding the salary range and allowances. The governing body will also ensure the commissioning of external independent advice should the full governing body be considering setting the range beyond 25% above the group size maximum, or be seeking to pay allowances beyond 25% of the headteacher's current basic salary.
- d) the five point ranges for deputy and assistant headteachers are set in accordance with the provisions of section 3.5.1.3 on pay differentials.

3.5.1.2 Leadership pay differentials

All teachers employed on the leadership pay ranges within this school are employed on the pay arrangements as defined in the current School Teachers' Pay and Conditions Document. The governing body will therefore ensure:

- a. the ranges of the deputy and assistant headteachers will not overlap the range of the headteacher;
- b. the maximum of the range for the deputy and assistant headteachers will be less than the maximum of the headteacher range;
- c. in setting the range for those on the leadership pay ranges, the bottom of the relevant ranges shall always be above the salary of the notionally highest paid teacher as defined by the Hampshire model pay policy.

3.5.1.3 Headteacher group and leadership pay ranges within this school

The school headteacher group is 4.

Within this school the leadership pay ranges are:

- Headteacher – L21 to L27
- Deputy Headteacher – L9 to L13
- Acting Deputy Headteacher - (fixed term) – L9 to L13
- Assistant Headteacher – L3 to L7
- Assistant Headteacher (fixed term) – L3 to L7

Progression along these ranges is dependent on performance, as defined in section 5 of this policy. Any salary determinations made are only permanent whilst the teacher remains employed at this school.

3.5.2 Leading practitioner

The school structure does not currently contain any leading practitioner posts. The governing body will regularly review whether the inclusion of a leading practitioner post is required to realise the school's aims for improvement.

3.5.3 Upper pay range

In this school, the upper pay range will consist of 3 points, as set out in Table 3.

Point	Annual amount £
UPR 1	43,266
UPR 2	44,870
UPR 3	46,525

Table 3: Salaries paid at each point of the upper pay range

Note: There may be some small variances between some of the published annual salaries and employees' actual salaries due to rounding.

Progression along this range is dependent on performance, as defined in section 5.3 and 5.7 of this policy. Any salary determinations made are only permanent whilst the teacher remains employed at this school.

a) Post-threshold teachers

A qualified teacher who crossed the threshold on or before 1 September 2012 in a maintained school in England or Wales is deemed to be a "post-threshold teacher". The statutory document requires that a governing body pay them on the upper pay range if they have been employed in their school at any time as a post-threshold teacher.

Where post-threshold teachers have not previously been employed in this school as a post-threshold teacher, consideration will be given as to whether the teacher is employed on the upper pay range upon appointment. In all other cases, an assessment will be made which may require the individual to apply to be paid on the upper pay range against this school's criteria.

The entitlement to be paid on the upper pay range for post-threshold teachers is valid only for salary within this school.

b) Upper pay range application process

Any qualified teacher who wishes to be assessed against the upper pay range in this school must complete an application form and submit this no later than 31 October in the year in which they wish to progress. If the teacher is successful, the teacher will be moved to the bottom of the upper pay range, backdated to 1 September of that same year. Full details of the application process and the application form can be found in the school office.

A qualified teacher will be successful in moving to the upper pay range where the governing body is satisfied that:

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

The relevant definitions for the purposes of this pay policy are:

- i. highly competent - meaning 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.
- ii. substantial - meaning playing a critical role in the life of the school and making a clear, distinctive contribution to the raising of pupil standards. The teacher takes advantage of appropriate opportunities for professional development and uses the outcomes effectively as evidenced by an improvement in pupils' learning.
- iii. sustained - meaning continuously maintained over a period of two school years.

Determinations that a teacher meets these upper pay range criteria are only valid for salary within this school.

3.5.4 Main pay range

In this school, the main pay range will consist of 6 points as set out in Table 4.

Point	Annual amount £
MPR 1	30,000
MPR 2	31,737
MPR 3	33,814
MPR 4	36,051
MPR 5	38,330
MPR 6	41,333

Table 4: Salaries paid at each point of the main pay range

Note: There may be some small variances between some of the published annual salaries and employees' actual salaries due to rounding.

Progression along this range is dependent upon performance as defined in section 5.6 and 5.7 of this policy. Any salary determinations made are permanent while the teacher remains employed in this school.

3.5.5 Unqualified teacher

The governing body will decide, on a case-by-case basis, whether to pay an unqualified teacher on one of the employment-based routes into teaching (for example, School Direct salaried programme), on the unqualified or qualified teacher pay range.

In this school, the unqualified teacher pay range will consist of 6 points as set out in Table 5.

Point	Annual amount £
UQ 1	20,598
UQ 2	22,961
UQ 3	25,323

UQ 4	27,406
UQ 5	29,772
UQ 6	32,134

Table 5: Salaries paid at each point of the unqualified teacher range

Note: There may be some small variances between some of the published annual salaries and employees' actual salaries due to rounding.

Progression along this range is dependent upon performance as defined in section 5.6 and 5.7 of this policy. Any salary determinations made are only permanent while the teacher remains employed in this school.

3.5.6 Support staff

The governing body will apply the provisions of national and local conditions of service, in relation to support staff pay. Support staff grading is determined by matching the role to the appropriate standard Hampshire County Council role profile; each role profile has been subject to job evaluation and is therefore linked with one of the grades A to K in the Hampshire County Council pay structure. Table 6 provides the salaries at each point.

EHCC Salary ranges: April 2022

From 1 April 2022 the EHCC pay scales are as set out below.

	GRADE					
STEP	A	B	C	D	E	F
5			22,215	26,401	32,026	40,464
4			21,969	25,692	31,152	39,346
3	20,442	21,133	21,577	25,095	30,301	38,255
2	20,322	20,812*	21,389	24,314	29,703	37,195
1	20,258	20,812*	21,190	23,703	28,934	36,167

	GRADE				
STEP	G	H	I	J	K
5	49,520	57,405	67,253	84,097	97,053
4	48,136	55,792	65,347	81,702	94,282
3	46,789	54,222	63,500	79,379	91,592
2	45,480	52,699	61,706	77,120	88,978
1	44,215	51,220	59,966	74,931	86,443

Table 6: Support staff grades and salaries with effect from 1 April 2022

* The salaries for steps 1 and 2 of grade B are the same. Staff paid on either step 1 or 2 of grade B will progress to step 3 from April, as appropriate.

Note: There may be some small variances between some of the published annual salaries and employees' actual salaries due to rounding.

3.5.6.1 Part-time support staff

Support staff employed on an on-going basis at the school but who work less than a full working day or week, and/or who work less than 52 weeks per year, are deemed to be part-time. The salary of part-time support staff is calculated against a reference of 37 hours per week for full-time staff. The salary of support staff who are employed on contracts of less than 52 weeks per year is calculated based on their actual working weeks, adjusted to take account of their annual leave entitlement which is based on grade and length of service. The salary for all support staff is paid in 12 equal monthly instalments across the year.

4. Pay on appointment including promotional posts

For all new appointments, the governing body will determine, within the ranges set, an appropriate pay range for the post and the salary to be offered to the person offered the position. In determining the range and salary, the governing body may take account of the factors listed below. This list is not exhaustive and may not apply to all appointments:

- the nature of the post
- the level of skills, qualifications and experience required
- the wider school and labour market context
- their existing salary
- the stage of their performance review cycle

Teaching posts should be advertised to include main pay range and upper pay range pay levels to ensure as wide a field of applicants as possible.

In this school, teaching staff will be offered pay portability and for support staff the salary offer will be based on the grade applicable to the role profile of the role.

In addition, the governing body will take account of specific requirements of the statutory School Teachers' Pay and Conditions Document, as identified below:

4.1 Headteacher

The governing body will advertise the minimum and maximum of the indicative range for the post. Once a preferred candidate has been selected, the governing body may, in exceptional circumstances, review the indicative range to ensure it is still appropriate before making a final determination on the salary range for the post. The governing body will allow appropriate room for progression within the Headteacher Pay Range when offering a starting salary.

The Headteacher Pay Range will be set in accordance with section 3.5.1 and Hampshire County Council's [Guidance on setting the pay range for the headteacher](#).

4.2 Deputy headteacher, assistant headteacher and head of school

The governing body will advertise the minimum and maximum of the range for the post. The governing body will allow appropriate room for progression within the range when offering a starting salary.

The pay range(s) will be set in accordance with section 3.5.1 and Hampshire County Council's [Guidance on setting the deputy/assistant headteacher pay range](#).

4.3 Leading practitioner

The school structure does not currently contain any leading practitioner posts.

4.4 Qualified classroom teachers

The governing body will advertise for teachers across the main pay range and upper pay range to ensure as wide a field of applicants as possible and an appropriate level of salary will be determined when the job is offered. A teacher will be offered pay portability to enable them to be paid on the same range and at the same rate they were being paid in the previous school.

4.5 Appointments to the upper pay range

The circumstances in which payment on the upper pay range will or may be considered are below:

- If the teacher was previously employed as a post-threshold teacher in this school without a break in the continuity of their employment, the governing body will pay the individual as an upper pay range teacher.
- If the teacher was previously employed as a post-threshold teacher in another school, then this school will consider whether the individual should be offered employment on the upper pay range.
- If the teacher was employed as a member of the leadership group in this school on or after 1 September 2000 for an aggregate period of one year or more, then this school will pay the individual as an upper pay range teacher.
- If the teacher was previously employed as a leading practitioner in this school or any other school, this school will consider whether the individual should be offered employment on the upper pay range.
- If the teacher was previously employed on the upper pay range under the revised criteria in place from 1 September 2013, then this school will consider whether the individual should be offered employment on the upper pay range.

If the teacher meets none of the above criteria or the school determines to appoint the teacher on the main pay range, then the teacher must apply to access the upper pay range in this school.

4.6 Unqualified teachers

An unqualified teacher may be appointed where a qualified teacher is unavailable or where they are undertaking a salaried teacher training route. Appointments for individuals without qualified teacher status will be on the unqualified teacher pay range.

In this school, where the teacher has previous service as an unqualified teacher, they will be offered pay portability in relation to the unqualified teacher pay range.

4.7 Support staff

For new employees (those who have not previously worked within a maintained school in Hampshire) it is the responsibility of the recruiting manager to decide the appropriate step within the salary range of the evaluated grade for the role on which to appoint a candidate (not exceeding Step 3 for grades A and B, and step 5 for grades C to K). This assessment is based on the skills and experience of the candidate, while also taking account of the wider market context and any impact on existing employees and future pay progression opportunities. .

Existing employees promoted to a new post within the school will normally be appointed to the first step of the appropriate salary range. They may also be entitled to an increased annual leave allowance in line with Hampshire County Council (EHCC2007) annual leave entitlement.

5. Pay progression

The governing body will recognise good and outstanding performance of its entire staff by ensuring that they are appropriately rewarded through their salary. The governing body expects the majority of staff to be meeting the expectations for their role and they will therefore be rewarded with pay progression as defined in this section. Progression will continue until the member of staff reaches the maximum of their pay range. Individuals will not progress beyond their pay range, with the exception of those teachers on the main pay range who are successful in their application to progress to the upper pay range.

The governing body expects members of staff to be provided with access to relevant development where that is required to support the achievement of their objectives and progression through the pay range. Where a member of staff is not meeting the expectations of their role, the governing body expects that appropriate support and assistance will be provided, including training, coaching and other development activities as required, and that the individual will be made aware of the potential consequence for their pay progression.

The school will ensure that assessment of performance is fair and transparent and based on appropriate and proportionate evidence, in accordance with the school's policy on performance management. Under the provisions of the Equality Act 2010, adjustments that are reasonable will be considered to enable staff with a disability to perform to the required standard. When setting objectives for an employee covered by these provisions, managers will ensure that the employee has the opportunity to discuss the impact, if any, that their disability could have on the objectives set. In this context the manager will consider whether any adjustments to those objectives, or support to achieve those objectives would be reasonable.

Pay recommendations are based on performance management ratings and outcomes for pay as specified in section 5.7, subject to not exceeding the maximum of the pay range for the role.

In this school a framework sets out the expectations of headteachers, other senior leaders and qualified teachers, dependent on their career stage to support determination of performance management rating. This can be found in Appendix 3.

Pay decisions are made via recommendation from the headteacher to the Governing Body Pay Committee or, in the case of the headteacher, from the Headteacher Performance Management Committee to the Governing Body Pay Committee.

In respect of teachers, where a determination is made by the Pay Committee, the individual will be notified of the outcome and basis of the decision, in writing, of the governing body Pay Committee within one month of the decision.

Any member of staff has the right to appeal against the pay decision of the governing body Pay Committee. Details of the appeal process are contained in section 8.

In the context of this section, performance has a broad interpretation and will include conduct as well as capability matters. Any teacher who is subject to the formal Disciplinary Policy, where in exceptional circumstances a breach of Part 2 of the Teachers' Standards is substantiated, may be deemed to not meet the required standard in terms of performance. Likewise, a member of support staff who is subject to the formal Disciplinary Policy may be deemed to not meet the required standard in terms of performance.

In respect of teaching staff, the Governing Body Pay Committee will consider annually whether or not to increase the salary of teachers (including the headteacher) who have completed a year of employment since the previous annual pay determination. A year of employment is defined as 26 weeks service, which does not have to be continuous. The 26 weeks service includes periods of paid or unpaid absence, e.g. due to sickness or family friendly leave. A teacher who has not completed a year of employment will still have their performance reviewed annually although this will not have an impact on salary progression.

In respect of support staff, staff who are new employees (i.e. without [continuous previous service with the same employer](#)) and who join the school between January and March each year, will not be eligible to receive step progression in the following April, but will receive the value of the pay award. Performance will be assessed for progression for April of the following year.

The governing body recognises that funding cannot be used as a criterion to determine pay progression and the budgeting process will allow for the potential for pay progression for all staff where there is room on their range or grade, including progression to the upper pay range for experienced teachers on the main pay range. The governing body will ensure consistency and equitable treatment in the determination of performance pay decisions across all groups of staff in the school.

5.1 Leadership group salary determinations

5.1.1 Headteachers

As part of the performance management review, the headteacher must demonstrate:

- consistently high quality performance, with particular regard to leadership, management and pupil progress at the school, and
- achievement of performance management objectives, or of key milestones where objectives span more than one academic year, and
- that they are meeting the Teacher Standards and Headteacher Standards.

5.1.2 Deputy headteachers, assistant headteachers and heads of school

As part of the performance management review, the teacher must demonstrate:

- consistently high quality performance, with particular regard to leadership, management and pupil progress within their areas of responsibility, and
- achievement of performance management objectives, or of key milestones where objectives span more than one academic year, and
- that they are meeting the Teacher Standards.

5.2 Leading practitioners

The school structure does not currently contain any leading practitioner posts.

5.3 Qualified classroom teachers: upper pay range

Any qualified teacher paid on the upper pay range will need to demonstrate, as per other classroom teachers, that they have met the expected level of performance, following a robust performance management process with outcomes confirmed in writing, before pay progression is awarded.

Performance will be assessed annually, however pay progression will normally only be considered every two years in order for the teacher to demonstrate a sustained contribution (as defined in 3.5.3). In order for pay progression to occur, the teacher must demonstrate that:

- they are highly competent in all elements of the Teachers' Standards;
- their achievements and contribution to the school are substantial and sustained; and
- that they have made substantial progress towards the achievement of their performance management objectives.

5.4 Qualified classroom teachers: main pay range

Salary progression, in relation to the previous academic year, will be based directly on the performance of the teacher. Salary progression will only occur where the governing body is satisfied that the performance of the teacher in that year meets their objectives and the Teacher Standards, following a robust performance management process with outcomes confirmed in writing.

5.5 Newly qualified and early career teachers

It is recognised that there will be some individuals continuing to complete a full-time equivalent of a newly qualified teacher one year induction and early career teachers commencing a full-time equivalent two year induction. For both groups, evidence from the induction period will be considered in an assessment of the teacher's performance in the relevant academic year. The same performance management ratings and outcomes for pay will apply to these teachers as for qualified classroom teachers identified in section 5.7. Both groups are eligible for pay progression after a year in employment, as defined at the start of this section, as a minimum of 26 weeks of service at 1 September. In this school will use the framework sets out in Appendix 3, outlining the expectations of teachers, dependent on their career stage, to support determination of performance management ratings. These also apply to recently qualified staff.

5.6 Unqualified teachers

Salary progression, in relation to the previous academic year, will be based directly on the performance of the teacher. Salary progression will only occur where the governing body is satisfied that the performance of the teacher in that year meets the required standards, taking into account that they are not qualified.

5.7 Performance ratings and pay outcomes for teachers

As a result of the performance management process undertaken, a determination will be made on whether, during the relevant academic year, the teacher has demonstrated the expected level of performance. This review will be in accordance with the school's performance management policy. A determination about performance will directly impact pay progression where eligible for progression, as defined in Table 7 below. Where staff are not eligible for progression, they are still entitled to a performance management rating.

A rating of:	Will mean for teacher progression:
Exceptional performance	Two points salary progression
Achieved expectations	One point salary progression
Not met expectations	No salary progression

Table 7: Pay progression decisions and impact on pay for teaching staff

In this school the above ratings of performance are defined as set out in the sections below.

Exceptional performance

- Consistently and significantly performs above expected performance, according to their career stage and teacher or leadership role
- Frequently demonstrates exceptional teaching skills, knowledge and practice relative to their career stage and teaching or leadership role
- Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school
- Consistently meets, and is a role model for, all teaching standards
- Even where not a requirement of their role, acts as an exceptional role model able to offer professional guidance and cascade best practice to others in many areas or as a leader, demonstrates exceptional leadership skills and enhancement of teaching practice of colleagues in their area of responsibility
- Delivers or ensures High Quality Inclusive Teaching (HQIT) and high expectations, leading to accelerated progress of pupils
- For leaders (those on the leadership range or holding a TLR), (those on the leadership range or holding a TLR), demonstrates exceptional management of their areas of responsibility within the school as an organisation, including HR and budget management where appropriate

Achieved expectations

- Demonstrates consistent good performance, meeting all teaching standards in a manner appropriate for their career stage and teaching or leadership role
- Consistently demonstrates expected performance, according to the expectations of their teaching or leadership role
- Confidently demonstrates sound teaching skills, knowledge and practice for their career stage and role
- Has met all performance management objectives to an appropriate and acceptable level
- Demonstrates consistent good performance, and for leaders in particular, credibility amongst colleagues
- Seeks professional support and guidance to guide further development and as teachers, in strong areas can offer guidance and cascade best practice to others and as leaders takes responsibility for ongoing professional development through undertaking wider reading and research
- As a leader (those on the leadership range or holding a TLR), provides professional challenge and support to colleagues, when appropriate, and empowers staff to make improvements to their practice as well as acting as a role model, offering professional guidance and cascading best practice within the school
- For teachers, sustained progress of pupils is evident, as is good subject knowledge and for leaders, sustained progress of pupils is evident across the school or within their area(s) of responsibility

Not met expectations

- Is not meeting the requirements of the relevant standards in a manner appropriate for their teaching or leadership role and career stage
- Skills, knowledge and/or practice require development in a number of areas of the relevant standards
- Falls short of expected performance for their teaching or leadership role and career stage
- Requires advancement of skills to meet requirements of their role
- Has not either met performance objectives or has not met performance objectives to an acceptable level
- Does not sustain a consistent level of good performance (i.e. the level of performance described under achieved expectations)
- Requires professional support and guidance to support an acceptable level of performance
- Children in their class(es), or in the case of leaders, across the school or within their area(s) of responsibility, do not make sufficient progress

5.8 Support staff

Salary progression for support staff relates directly to the performance of the employee. Salary progression will only occur where the governing body is satisfied that the performance of the employee in that year meets the requirement for their role as defined by the objectives set as part of the Performance Management Policy.

Assessment is completed annually and pay progression takes effect from 1 April each year. In this school, performance of support staff is reviewed in October, and no later than December to take effect with pay progression the following April. New employees who joined between 1 January to 31 March are not eligible for pay progression in the April following their appointment, but will have their performance reviewed.

The governing body Pay Committee will consider the recommendation of the headteacher or line manager in respect of the pay progression of each member of support staff, as an outcome of the Individual Performance Planning process (IPP), awarding (to take effect each April) one of the three ratings outlined below:

A rating of:	Will mean for pay progression
Exceptional performance	1 step progression plus 3% one-off payment (in exceptional circumstances, 2 step progression may be awarded instead of 1 step plus 3% one-off payment)
Achieved expectations	1 step progression
Improvement required	0 steps progression

Exceptional performance is defined as:

- All objectives/standards achieved and performance is exceptional against most or all of the objectives
- The job was delivered exceptionally well and the requirements of the role were exceeded
- Very positive behaviours are displayed, e.g.
 - Expectations frequently exceeded and/or exceptional support or service provided even when expectations could not be met
 - Proactively engaging and motivating others; providing significant support to others (including colleagues and pupils)
 - Consistently leading by example and acting as a role model or champion
 - Taking into account the implications of their activities on own initiative
 - Willingly taking on additional responsibilities outside role requirement

Achieved expectations is defined as:

- Consistently met the majority of objectives/standards – in some areas, accomplishments may have exceeded expectations, whereas in others they may occasionally have fallen slightly short; however, the overall performance is acceptable for accomplishing objectives/standards
- The job was delivered and the requirements of the role met
- Behaviour and the way the role has been performed has met expectations e.g.
 - Good support and service to pupils and colleagues
 - Contributing to the team and supporting others in their role
 - Positive attitude to achieving objectives
 - Engaging in opportunities to learn and develop

Improvement required is defined as:

- Objectives not achieved and/or performance frequently fell below role requirements
- The job was either not accomplished in its entirety or was accomplished with too high a reliance on others ('hand holding')
- Behaviour has not met expectations e.g.
 - Poor support and service to pupils and colleagues
 - Negative impact on team or individual's goals
 - Making minimal contributions to the team or not helping others
 - Resisting opportunities to learn or improve

5.9 Absence

5.9.1 Teaching staff

For teaching staff special arrangements are in place for individuals who have been absent from work for more than 26 calendar weeks of the year. In these cases, assessment of performance within the academic year may be difficult. Where there is not enough evidence to support a performance rating under section 5.7 due to absence, an 'achieved expectations' rating will normally be applied. The exception to this is if the performance rating for the preceding year was 'not met expectations', in which case that rating should apply, unless the headteacher can demonstrate to governors a strongly evidenced argument to change the rating.

5.9.2 Support staff

For support staff, the EHCC collective agreement has special arrangements in place for individuals who have been absent from work for more than nine months of the year. In these cases, an 'achieved expectations' rating will be applied. The exception to this is if the performance rating for the preceding year was 'improvement required', in which case that rating should apply, unless the headteacher can demonstrate a strongly evidenced argument to governors to change the rating. In cases of absence of less than 9 months of the year, the headteacher will rate the performance based on the period of work in attendance.

6. Allowances and other payments

This section sets out the payments this governing body has determined may be payable in the school to certain groups of employees and/or specific post holders. A teacher in receipt of safeguarded salary may have the value of that safeguarding reduced or removed, depending on the allowance being paid to that teacher.

6.1 Headteacher

Salary determinations, including determinations regarding allowances, are made in the context of section 3.5.1. This means that the permanent features of a headteacher's role are reflected in the pay range set by the governing body. When considering paying additional temporary allowances to the headteacher, the governing body will ensure that no 'double counting' occurs, i.e. that responsibilities already considered in setting the pay range for the headteacher are not remunerated again under a temporary allowance.

All temporary allowances paid to a headteacher are counted within the 25% limit, with the exception of:

- payments for residential duties where they are a requirement of the post; and
- payments in respect of housing or relocation expenses which relate solely to the personal circumstances of the headteacher.

In any one academic year, the total value of the temporary payments (save for those identified as excluded above) will not exceed 25% of the salary of the headteacher, nor will the sum of the headteacher's salary plus any allowances exceed 25% above the top of the headteacher group. Should the governing body believe there are wholly exceptional circumstances that warrant a payment of more than 25% above the salary of the headteacher, or more than 25% above the top of the headteacher group, then advice will be sought from an independent external adviser and robust market testing must take place.

6.2 Allowances/payments for all teachers, excluding headteachers paid under the current Document

This section defines payments that the governing body has determined as payable in this school to all teachers, including those on the leadership range, leading practitioners, qualified classroom teachers (including newly qualified/early career teachers) and unqualified teachers.

6.2.1 Continuing professional development

Teachers (excluding the headteacher if paid under the current document) who are asked to and agree voluntarily to undertake continuing professional development outside of directed time may be entitled to an additional payment. This payment will be considered by the Pay Committee in advance of the specific activity.

6.2.2 Initial Teacher Training activities

The school does not operate an approved school-centred Initial Teaching Training scheme.

6.2.3 Out of school hours learning activities

For activities covered by teachers (excluding the headteacher if paid under the current document) who voluntarily undertake learning activities outside of the normal school hours and whose salary range does not take account of such activity, a payment may be made in accordance with rates defined by the local authority.

Support staff who voluntarily undertake any duties outside of normal hours of work shall be paid in accordance with the rates for additional hours or overtime hours (see section 6.5.6).

6.2.4 Consultancy

The governing body will consider releasing members of staff from their normal working hours to undertake consultancy-type activities. Where this is approved by the governing body, the governing body shall place in writing the following details:

- the maximum number or days/hours of release within the academic year, and
- the full terms of the work to be carried out including arrangements for pay, expenses, time allocated to complete the work, and
- the nature of the consultancy work being undertaken.

In such circumstances, the payment made by the other party will be to the school and the governing body will consider whether there should be a payment to the member of staff to reflect the additional responsibility and activity.

6.2.5 Performance payments for teachers seconded to headship from another school

Where a teacher (who is not a substantive headteacher), is seconded to this school as headteacher for a temporary period and has met this school's criteria for pay progression, the governing body of this school may determine to make a payment to the secondee to recognise their performance in this school, where the performance has been high quality throughout the secondment and they will not remain with the school to benefit from any pay progression.

In such circumstances, the governing body may pay a lump sum equivalent to the value of an additional point or two points on this school's headteacher range, but only where the secondee would otherwise not receive the full value of the point (or points) as a result of returning to their original school. This governing body will therefore liaise with the 'donor' school about performance-related payments.

6.2.6 Acting allowance

Where a teacher is required to cover the role of headteacher, deputy headteacher or assistant headteacher, due to sickness, other absence or a prolonged vacancy, any additional payment due will be agreed with the teacher ideally in advance but at least within four weeks of beginning that cover. Payment will be made in line with the School Teachers' Pay and Conditions Document and the teacher's total remuneration will not be lower than the minimum of the respective pay range for as long as the acting allowance is paid.

6.3 Allowances/payments for classroom teachers

This section defines payments that the governing body has determined as payable in this school to classroom teachers, including qualified classroom teachers and newly qualified/early career teachers. Leading practitioners and unqualified teachers can receive some payments in this section, but not all. Those on the leadership group (headteachers and deputy/assistant headteachers) are excluded from receiving any payments in this section.

6.3.1 Recruitment allowances and/or benefits

The governing body does not currently award recruitment/relocation incentives and/or benefits. The governing body will regularly review whether this discretion should be applied.

6.3.2 Retention incentives and/or benefits

The governing body will award retention incentives and/or benefits using the following criteria:

- The retention of the member of staff is crucial to the effective running of the school
- The member of staff has demonstrated a sustained impact on outcomes for pupils

The maximum amount awarded will be £2000 per year for a period of 1 year. The actual amount will be reviewed annually by the governing body Pay Committee and, having consideration for the reasons for its award, may be withdrawn or reduced. If the benefit is in payment for longer than one year, the governing body will not apply any pay award that is determined nationally. A determination to reduce or withdraw the allowance does not attract salary safeguarding. Should retention allowances and/or benefits be withdrawn, appropriate notice will be given in line with entitlement under the Burgundy Book or statutory provision as appropriate.

6.3.3 Teaching and learning responsibility payments (TLRs) – Levels 1 and 2

TLRs will be awarded to the holders of posts indicated in the attached staffing structure which has been consulted upon with staff. TLRs are not payable to leading practitioners or teachers on the unqualified pay range.

TLRs are awarded to classroom teachers paid on the qualified teacher pay ranges where they undertake a sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning for which they are responsible and accountable.

Before awarding a TLR, the governing body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that

- a) is focused on teaching and learning; and
- b) requires the exercise of a teacher's professional skills and judgement; and
- c) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum; and
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- e) involves leading, developing and enhancing the teaching practice of other staff.

In addition, payment of a TLR 1 will require the teacher's role to include line management responsibility for a significant number of people.

TLR 2s will be awarded to the following annual full-time equivalent values:

- £5028 / TLR2b to the holder of SLT, Teaching and Learning
- £3017 / TLR2a to the holder of Maths Subject Leader
- £3017 / TLR2a to the holder of English Subject Leader

The above amounts are full-time values which will be pro-rated in accordance with section 3.1 for part-time teachers and where teachers work part year.

6.3.4 Teaching and learning responsibility payments (TLRs) – Level 3

The school does not currently have any projects that should attract a TLR 3 payment. The governing body will regularly review whether the school structure needs to be modified to incorporate such projects and consult with staff where it is proposed to create TLR 3 posts.

6.3.5 Special educational needs allowances

SEN allowances will be awarded to the holders of posts indicated in the attached staffing structure. SEN allowances are not payable to leading practitioners or to teachers paid on the unqualified teacher range.

SEN allowances are awarded to a classroom teacher:

- a. In any SEN post that requires a mandatory SEN qualification as outlined below.
- b. In a special school.
- c. Who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service.
- d. In any non-designated setting that is analogous 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 a teacher's professional skills and judgement in the teaching of children with special educational needs; and
 - iii. has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school.

A mandatory qualification as referred to in point (a) is a mandatory qualification required for teaching groups of children who are hearing, visually or multi-sensory impaired.

It does not refer to the National Award for SEN Co-ordination. A teacher who has the National Award for SEND Co-ordination must also hold a post that meets criteria a, b, c, or d to attract a SEN allowance.

The governing body has determined a spot value for the SEN allowance, taking into account the structure of the school's SEN provision and the following factors:

- whether any mandatory qualifications are required for the post (for teaching hearing, visually or multi-sensory impaired groups of children);
- the qualifications and experience of the teacher relevant to the post; and
- the relative demands of the post.

Accordingly, the governing body will award SEN allowance(s) of the following annual full-time equivalent value(s):

- Range: £2384 - £4703
- £ 4700 for SENCO post
- £ 4700 for Resourced Provision Manager post

The above amounts are full-time values which will be pro-rated in accordance with section 3.1 for part-time teachers and where teachers work part year.

6.4 Allowances only payable to unqualified teachers – unqualified teacher allowance

6.5 Allowances/payments available for support staff

There are several additional allowances/payments made to support staff, as defined in the collective agreement with recognised trade unions which is known as the Employment in Hampshire County Council agreement, or EHCC 2007. The purpose of this section 6.5 is to set out which of these payments apply in this school. The contents of this section do not provide a separate entitlement contractually or otherwise beyond those entitlements contained within the collective agreement (EHCC 2007). Any amendment to that agreement overrides the contents of this section 6.5.

6.5.1 Night working, weekend working and shift working

The governing body does not currently have any posts which meet the criteria as set out in the EHCC 2007 agreement for the payment of night working, weekend working or shift working allowances. The governing body will regularly review whether these criteria are met and if payments are due, these shall be made in accordance with the EHCC 2007 agreement.

Call out – not on standby

There will be occasions when an employee is not on standby but nevertheless gets called out at short notice to attend work on site in response to an unplanned or emergency situation, for example a caretaker responding to the police with regard to a break-in on site.

When an employee NOT on standby is required to attend work, this will be paid at the appropriate hourly rate for all hours worked, excluding normal travel time to standard place of work.

Call out rate for those not on standby rota: £25.00 per occasion

6.5.4 First aid allowance

A headteacher may designate a first aider, from amongst staff who hold a qualification approved by the HSE, to provide first aid to staff and others at their school as necessary. They may also take delegated responsibility for the checking and maintenance of first aid resources – medical box, information, updating of local procedures, etc. The designated first aider will receive the first aid allowance of £120 per annum.

This allowance is not payable to qualified first aiders or persons appointed to look after checking and maintenance of first aid resources – medical box, information, updating of local procedures, etc, who are not designated as a first aider for their school, i.e. holding a first aid certificate alone does not entitle an employee to receive the first aid allowance.

6.5.5 Working from home allowance

The governing body does not currently have any posts which meet the criteria as set out in the EHCC 2007 agreement for the payment of a home working allowance. The governing body will regularly review whether these criteria are met.

6.5.6 Overtime and additional hours

Table 10 sets out the rates for overtime and additional hours which apply since 2011. Additional hours are those hours worked which are above the employee's contracted hours in that contract, but which fall before 37 in anyone week. Overtime hours are those hours worked which are above 37 hours per week in that contract. Overtime rates will not be paid in conjunction with night, shift or weekend working payments for any grade of employee (only the higher rate of the two can be claimed).

These rates do not form part of the EHCC 2007 agreement as negotiations with recognised unions failed to reach agreement. Employees who were employed at the time of this change and who were claiming overtime were asked individually to vary their contract of employment.

Type	Days	Time	Additional Hours*	Overtime#
Days	Mon-Fri	07:00 – 22:00	Time	Time
Nights	Mon into Tue Tue into Wed Wed into Thu Thu into Fri	22:00 – 07:00 22:00 – 07:00 22:00 – 07:00 22:00 – 07:00	Time and a third	Time and a half
Nights	Fri	22:00 – 24:00	Time and a third	Time and a half
Weekend	Saturday	00:00 – 07:00	Time and a third	Time and a half
Weekend	Saturday	07:00 – 22:00	Time	Time and a half
Weekend	Saturday	22:00 – 24:00	Time and a third	Time and a half
Weekend	Sunday	00:00 – 24:00	Time and a half	Time and a half
Nights	Monday	00:00 – 07:00	Time and a third	Time and a half
Bank Holidays	There are normally 8 public holidays • Good Friday • Easter Monday • Early May Bank Holiday • Late May Bank Holiday	00:00 – 24:00	Double time plus an entitlement to time off in lieu at a later date.	Double time plus an entitlement to time off in lieu at a later date.

	<ul style="list-style-type: none"> • August Bank Holiday • Christmas Day • Boxing Day • New Years Day <p>(Where a public holiday falls on a Saturday or Sunday then the Council will normally designate the next one or the following day as the designated 'public holiday'.)</p>			
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Table 10: Rates of pay for additional hours, overtime hours and night and weekend working

6.5.7 Special recognition scheme

The governing body may recognise exceptional performance on a particular project or element of work by making a one-off payment under this scheme. An award may be made of up to 10% of an employee's basic salary.

6.5.8 Market supplements

Where there is specific difficulty in recruiting and/or retaining a certain category of support staff, the governing body will give consideration to the use of market supplements, subject to statutory and local criteria being met.

6.6 Holiday pay payments

In limited and exceptional circumstances, an employee may be entitled to an additional payment in respect of holiday pay, to ensure that they will not be financially worse off during periods of statutory annual leave (the minimum annual leave entitlement set by legislation, i.e. 20 days). This applies when a teacher or member of support staff submits a relevant claim, in which case an additional holiday pay payment may be made in addition to that claim, paid in the same month in which the relevant claim is paid. The relevant claims which may qualify for a holiday pay payment are limited to:

- Overtime or additional hours
- Sleep in payments
- Call out
- Standby fee
- Shift premiums
- Out of school learning activities (booster classes or one-to-one tuition)
- Continuing professional development, consultancy, seconded headteachers and Initial Teacher Training activities (paid via professional duties)

Where a holiday pay payment is due, it will be calculated on the following basis:

- Teachers: a payment of 20/195 of the value of the relevant claim.
- Support staff: a payment of 20/261 of the value of the relevant claim.

7. Overpayments

The governing body and/or local authority will seek to recover all overpayments. The process the

school will follow is set out in the Procedure for recovery of overpayments.

Where a pay deduction is required to recover an overpayment of wages or expenses, there is no requirement for an employer to obtain a written mandate from the employee, but in this situation the governing body will seek to obtain the employee's agreement.

Where the governing body and/or local authority has incorrectly told a new employee, orally or in writing, that they will receive a specific payment and the employee has accepted a job on that basis, the governing body and/or local authority will review whether to serve notice of a change in contract to correct the error. Education Personnel Services will provide further advice in such situations.

8. Appeal arrangements

The arrangements for considering appeals in relation to pay including withholding of pay progression based on performance management are as follows:

1. A member of staff may appeal in relation to their pay on the grounds specified in (2) below.
2. The grounds for appeal are that the person or committee by whom the decision was made:
 - a. incorrectly applied the pay policy or any provision of the relevant terms and conditions of service;
 - b. failed to have proper regard to statutory guidance, such as Teacher Standards;
 - c. failed to take proper account of relevant evidence;
 - d. failed to consistently apply the school's pay, or performance management policy;
 - e. took account of irrelevant or inaccurate evidence;
 - f. was biased; or
 - g. otherwise unlawfully discriminated against the member of staff.

An issue raised as a pay appeal cannot then be raised again as a grievance.

3. An appeal may be raised by writing to the clerk to the governing body (who can be contacted via the school office) within ten working days of either the notification of the original decision, making clear the grounds for appeal.
4. Employees who are dissatisfied in relation to their pay have a statutory right to raise a formal complaint about that pay decision. An issue raised as a pay appeal cannot then be raised again under the school's formal Grievance Procedure. Any complaints about pay that are submitted under the Grievance Procedure will be considered under this procedure rather than the Grievance Procedure.
5. When a pay appeal is received, the employee raising the appeal will be provided with a copy of the process that will be follow

Appendix 1: School timetabled teaching week (STTW)

School Day Times		
START OF SCHOOL DAY – 8:35am	KS1 (R/1/2) and KS2 (3/4/5/6)	
School Gates Open Classroom Doors Open Classroom Doors Close Registration School Gates Close	8:20am 8:35am 8:45am 8:50am 8:50am	
END OF SCHOOL DAY – KS1 3:10pm / KS2 3:15pm	KS1 (R/1/2)	KS2 (3/4/5/6)
School Gates Open Classroom Doors Open Classroom Doors Close School Gates Close	3:00pm 3:10pm 3:15pm 3:25pm	3:00pm 3:15pm 3:20pm 3:30pm
Break	10:15am – 10:30am	
Lunch	12:00pm – 1:00pm	
End of Day Collection Times	KS1 - 3:10pm (<i>Years R, 1, 2</i>) KS2 – 3:15pm (<i>Years 3, 4, 5, 6</i>)	
Breaktimes (weekly)	1 hour and 15 minutes	
Lunchtimes (weekly)	5 hours	
Assemblies (weekly)	1 hour	

Appendix 2: Staffing structure for the school for September 2023

Headteacher			
Deputy Headteacher			
Acting Deputy Headteacher (Fixed Term June 2023-June 2025)			
Assistant Headteacher (PT 80% - R2L Lead)			
Assistant Headteacher (60% Fixed Term June 2023-June 2024)			
Year R			
CLASS 1	CLASS 2	CLASS 3	Support
Teacher & YL (PT 80%) Teacher (PT 60%) LSA	Teacher (FT) LSA LSA	Teacher (FT) LSA	LSA LSA LSA LSA (PT - AM only)
Year 1			
CLASS 1	CLASS 2	CLASS 3	Support
Teacher & YL (FT) LSA LSA	Teacher (FT) LSA	Teacher (FT) HLTA	LSA LSA
Year 2			
CLASS 1	CLASS 2	CLASS 3	Support
Teacher & YL (FT) LSA	Teacher (PT 90%) HLTA	Teacher (FT) LSA	LSA LSA LSA (PT - AM only)
Year 3			
CLASS 1	CLASS 2	CLASS 3	Support
Teacher & YL (PT 60%) Teacher & YL (PT 60%) LSA	Teacher (FT) LSA	Teacher (FT) LSA	LSA LSA LSA (PT - PM only)
Year 4			
CLASS 1	CLASS 2	CLASS 3	Support
Assistant Headteacher & YL (PT Class Tchr 40%) Teacher (PT 60%) LSA	Teacher (FT) LSA	Teacher (FT) LSA	HLTA
Year 5			
CLASS 1	CLASS 2	CLASS 3	Support
Teacher (FT) HLTA	Teacher & YL (FT) LSA	Teacher (PT 60%) Teacher (PT 60%) LSA	LSA
Year 6			
CLASS 1	CLASS 2	CLASS 3	CLASS 4
Teacher & YL (FT) HLTA	Teacher (FT) HLTA	Teacher (FT) HLTA	Teacher (FT) HLTA

School Support Roles

Office Team	Senior Admin Assistant Admin / Admissions Officer Finance Manager School Business Manager		
Inclusion Team	Teacher (FT) - SENCO Inclusion Leader Home School Liaison Manager Attendance/SEN Admin	Nurture/ ELSA	ELSA ELSA TALA
Resourced Provision The Rainforest	Teacher (FT) -Resource Provision Manager HLTA LSA		
R2L room	LSA LSA LSA		
PPA	HLTA HLTA HLTA		
Midday Supervisory Assistant Staff	MDSA Supervisor KS1 MDSA Supervisor KS2 MDSA MDSA MDSA	MDSA MDSA (PT 2 dpw) MDSA MDSA MDSA	MDSA MDSA MDSA MDSA (vacant) MDSA (vacant)
Extended Schools – Breakfast Club	Breakfast Club Supervisor Breakfast Club Assistant	Breakfast Club Assistant Breakfast Club Assistant	
Site	Site Manager	Heart Cleaning Ltd - Cleaning	
Seconded Staff	Teacher (FT - 1 Yr Secondment for Sep 23-Aug 24)		

Appendix 3: Career expectations framework for all teachers, including leadership

Guidance on performance management ratings: career expectations framework for all qualified teaching staff

Purpose of this guidance

This guidance has been developed to support the Hampshire model pay policy and use of ratings to describe teacher performance and determine pay outcomes.

Each school should have a high-level description of what is meant by the ratings within the pay policy. Guidance has been developed by EPS as an exemplar for inclusion in the pay policy.

This guidance, known as the career expectations framework, supplements the rating descriptors in the pay policy, by providing a summary description of performance against each of the ratings for each stage of a teacher's career, so that schools can support and guide teachers to understand how expectations change through each stage of an individuals' career.

Schools can localise this career expectations framework in consultation with teaching staff and any school teacher trade union representatives to suit their own circumstances, language, expected levels of performance or school specific circumstances.

This framework looks at the Teachers' Standards and Headteacher Standards at a high level. It is supplemented by an additional document to support schools to articulate what 'achieved expectations' performance looks like against each of the Teachers' Standards and, as a separate version, the Headteacher Standards. It is not envisaged that it will be necessary to use these detailed documents for all staff to support performance management, but they may be particularly helpful in the following circumstances:

- Where performance assessment is indicating that individuals may be close to exceptional performance.
- To support teaching staff who are performing below the 'achieved expectations' level, to help articulate the performance concerns.
- When working with teaching staff who are looking to further improve their performance in specific areas of the Teachers' Standards.
- To assist with wording of objectives or areas of focus for performance management.

Early Career Teacher		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> Falls short of expected performance Requires urgent advancement of skills to meet requirements of their role Has not consistently met the objectives set on the ECT paperwork. Even with appropriate support has not met teacher standards on the evidence tracker. Has not reached the 'expected standard' on the First Assessment at the end of Year 1 or the Final Assessment at the end of Year 2 of the ECT programme or is not on track in progress reviews. Expectations of self and pupils are too low Skills, knowledge and/or practice require development in some areas of the teachers' standards Children do not make sufficient progress 	<ul style="list-style-type: none"> Consistently demonstrates expected performance, according to the expectations of their role Confidently demonstrates sound teaching skills, knowledge and practice, although there are areas of the curriculum which require further development Has consistently met the objectives set on the ECT paperwork Has reached the 'expected standard' on the First Assessment at the end of Year 1 or the Final Assessment at the end of Year 2 of the ECT programme. Where first assessment or final assessment has not yet taken place, evidence from progress reviews indicates, on track for 'expected standard' With appropriate support from an ECT mentor and colleagues, demonstrates consistent good performance For those in or at the end of year 1, quality of teaching is at least good and broadly consistent and for those in or at end of year 2, evidence that quality of teaching is more consistently good With appropriate support, meets the requirements of all teaching standards on the evidence tracker Seeks professional support and guidance to guide further development, taking responsibility for professional development With appropriate support from an ECT mentor and colleagues, effective teaching enables all pupils to make good progress 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> Consistently demonstrates performance significantly above expected performance, according to the expectations of their role In some areas/subjects demonstrate exceptional teaching skills, knowledge and practice Has significantly exceeded the objectives set on the ECT paperwork. Has reached the 'exceeded standard' on the First Assessment at the end of Year 1 or the Final Assessment at the end of Year 2 of the ECT programme. Where first assessment or final assessment has not yet taken place, evidence from progress reviews indicates, on track for 'exceeded standard' Consistently, and independently, meets or exceeds all teaching standards based on the evidence tracker Sustained progress of pupils is evident, as is good subject knowledge.
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Schools should already be engaging with their Appropriate Body where this rating is being considered as concerns would be evidenced in the progress reviews and end of year assessments. HR support and advice should also be sought where required.</p>		

Main Pay Range		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Skills, knowledge and/or practice require development in some areas of the teachers' standards • Falls short of expected performance • Does not sustain a consistent level of good performance • Requires advancement of skills to meet requirements of their role • Has either not met performance objectives or has not met performance objectives to an acceptable level • Displays a consistent lack of quality • Requires professional support and guidance to support performance • Children do not make sufficient progress 	<ul style="list-style-type: none"> • Consistently meets the requirements of all teaching standards • Consistently demonstrates expected performance, according to the expectations of their role • Confidently demonstrates sound teaching skills, knowledge and practice • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates consistent good performance • May seek professional support and guidance to guide further development and in strong areas can offer guidance and cascade best practice to others • Sustained progress of pupils is evident, as is good subject knowledge. 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently demonstrates performance significantly above expected performance, according to the expectations of their role • Frequently demonstrates exceptional teaching skills, knowledge and practice • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • Consistently meets, and is a role model for, all teaching standards • Even where not a requirement of their role, acts as a role model able to offer professional guidance and cascade best practice to others in many areas • High Quality Inclusive Teaching (HQIT) and high expectations lead to accelerated progress of all pupils including those with SEND needs or who are disadvantaged
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Main Pay Range with TLR		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> Skills, knowledge and/or practice require development in some areas of the teachers' standards Falls short of expected performance Does not sustain a consistent level of good performance Requires advancement of skills to meet requirements of their role Has either not met performance objectives or has not met performance objectives to an acceptable level Displays a consistent lack of quality and low expectations Requires professional support and guidance to support performance Children do not make sufficient progress Insufficient whole-school impact and ineffective contribution to the school improvement plan in relation to area of TLR responsibility Limited or no impact on the development and enhancement of teaching practice across the school in relation to their area of TLR responsibility 	<ul style="list-style-type: none"> Consistently meets the requirements of all teaching standards Consistently demonstrates expected performance, according to the expectations of their role Confidently demonstrates sound teaching skills, knowledge and practice Has met all performance management objectives to an appropriate and acceptable level Demonstrates consistent good performance May seek professional support and guidance to guide further development and in strong areas can offer guidance and cascade best practice to others Sustained progress of pupils is evident, as is good subject knowledge. Evidences whole-school impact and effective contribution to the school improvement plan; for example, sustained progress for all pupils within their area of responsibility Demonstrates credibility amongst colleagues and evidences good leadership of their TLR area Acts as a role model able to offer professional guidance and cascade best practice to others in their area of teaching and leadership responsibility Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> Consistently performs significantly above expected performance, according to the expectations of their role Frequently demonstrates exceptional teaching skills, knowledge and practice Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school Consistently meets, and is a role model for, all teaching standards High Quality Inclusive Teaching (HQIT) and high expectations lead to accelerated progress of pupils including those with SEND needs and who are disadvantaged Evidences substantial whole-school impact and contribution to the school improvement plan; for example, accelerated progress of all pupils across the school within the given area of TLR responsibility, including those with SEND needs or who are disadvantaged Makes a substantial and strategic contribution in their area of TLR responsibility modelling outstanding practice Demonstrates exceptional leadership skills and enhancement of teaching practice of colleagues in their area of TLR responsibility
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Upper Pay Range		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Skills, knowledge and/or practice require development in some areas of the teachers' standards • Falls short of expected performance, according to their job role • Does not sustain a consistent level of good performance • Requires advancement of skills to meet requirements of their role • Has either not met performance objectives or has not met performance objectives to an acceptable level • Does not demonstrate significant or sustained development across the school • There is insufficient evidence of how coaching and mentoring has supported improvements to teaching and learning across the school • Requires professional support and guidance to support performance • Children do not make sufficient progress 	<ul style="list-style-type: none"> • Demonstrates consistent good performance, meeting all teaching standards • Consistently demonstrates expected performance, according to the expectations of their role • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates credibility amongst colleagues • Confidently demonstrates sound teaching skills, knowledge and practice, models this to others and coaches/mentors those who require support, cascading best practice and evidencing their impact • Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice • Undertakes ongoing professional development and guidance through undertaking wider reading and research • Evidences whole-school substantial and sustained contribution through sharing of best practice and professional support and challenge to others • High Quality Inclusive Teaching (HQIT) and high expectations lead to accelerated progress of pupils 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently performs significantly above expected performance, according to the expectations of their role • Demonstrates exceptional teaching skills, knowledge and practice • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • High Quality Inclusive Teaching (HQIT), high expectations and modelling/coaching lead to accelerated progress of pupils across the school including those with SEND needs or are disadvantaged
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Upper Pay Range With TLR		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Skills, knowledge and/or practice require development in some areas of the teachers' standards • Falls short of expected performance, according to their job role • Does not sustain a consistent level of good performance • Requires advancement of skills to meet requirements of their role • Has either not met performance objectives or has not met performance objectives to an acceptable level • Does not demonstrate significant or sustained development across the school • There is insufficient evidence of how coaching and mentoring has supported improvements to teaching and learning across the school • Requires professional support and guidance to support performance • Children do not make sufficient progress • Insufficient whole-school impact and ineffective contribution to the school improvement plan in relation to area of TLR responsibility • Limited or no impact on the development and enhancement of teaching practice across the school in relation to their area of TLR responsibility 	<ul style="list-style-type: none"> • Demonstrates consistent good performance, meeting all teaching standards • Consistently demonstrates expected performance, according to the expectations of their role • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates credibility amongst colleagues • Confidently demonstrates sound teaching skills, knowledge and practice, models this to others and coaches/mentors those who require support, cascading best practice and evidencing their impact • Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice • Undertakes ongoing professional development and guidance through undertaking wider reading and research • Evidences whole-school substantial and sustained contribution through sharing of best practice and professional support and challenge to others • High Quality Inclusive Teaching (HQIT) and high expectations lead to accelerated progress of pupils • Evidences whole-school impact and effective contribution to the school improvement plan; for example, sustained progress for all pupils within their area of TLR responsibility • Evidences good leadership of their area of TLR responsibility • Acts as a role model able to offer professional guidance and cascade best practice to others in their area of teaching and leadership responsibility 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently performs significantly above expected performance, according to the expectations of their role • Demonstrates exceptional teaching skills, knowledge and practice • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • High Quality Inclusive Teaching (HQIT), high expectations and modelling/coaching lead to accelerated progress of pupils across the school including those with SEND needs and who are disadvantaged • Makes a substantial and strategic contribution in their area of TLR responsibility modelling outstanding practice • Demonstrates exceptional leadership skills and enhancement of teaching practice of colleagues in their area of TLR responsibility • Evidences substantial whole-school impact and contribution to the school improvement plan; for example, accelerated progress of pupils across the school including those with SEND needs and who are disadvantaged, within the given area of TLR responsibility
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Leading Practitioner		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Skills, knowledge and/or practice require development in some areas of the teachers' standards • Falls short of expected performance, according to their job role • Does not sustain a consistent level of good performance • Requires advancement of skills to meet requirements of their role • Has either not met performance objectives or has not met performance objectives to an acceptable level • Does not demonstrate significant or sustained development across the school • There is insufficient evidence of how coaching and mentoring has supported improvements to teaching and learning across the school • Requires professional support and guidance to support performance • Children within their area(s) of responsibility do not make sufficient progress 	<ul style="list-style-type: none"> • Consistently demonstrates the highest standards of classroom practice, effectively meeting all teaching standards • Consistently demonstrates expected performance, according to the expectations of their role • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates credibility amongst colleagues • Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice • Provides professional challenge and support to school leadership, when appropriate, evaluating policies and practices • Undertakes ongoing professional development and guidance through undertaking wider reading and research, and disseminates this effectively, developing the quality of teaching across the school • High Quality Inclusive Teaching (HQIT), high expectations and effective modelling, coaching and support evidencing their impact; for example, accelerated progress of pupils across the school 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently and significantly performs above the expectations of their role, exceeding in all teaching standards • Demonstrates exceptional teaching skills, knowledge and practice • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • High Quality Inclusive Teaching (HQIT), high expectations and highly effective modelling/coaching lead to accelerated progress of pupils across the school including those with SEND needs and who are disadvantaged
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Assistant Headteacher / Deputy Headteacher		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Is not meeting the requirements of the relevant standards in a manner appropriate for the leadership role and career stage • Falls short of expected performance for their leadership role and career stage • Requires advancement of skills to meet requirements of their leadership role • Has not either met performance objectives or has not met performance objectives to an acceptable level • Needs to develop greater consistency in good all round performance • Skills, knowledge and/or practice require development in a number of areas of the relevant standards • Requires professional support and guidance to support an acceptable level of performance • Where there is a teaching commitment, demonstrates sound teaching skills, knowledge and practice but quality of teaching is not consistently good or outstanding • Children across the school or within their area(s) of responsibility do not make sufficient progress 	<ul style="list-style-type: none"> • Demonstrates consistent good performance, meeting all teaching standards, in a manner appropriate for their leadership role • Consistently demonstrates expected performance for their leadership role and career stage • Evidences whole-school impact and clear, distinct and effective personal contribution to the school's strategic planning • Evidences good management of their areas of responsibility within the school as an organisation, including HR and budget management where appropriate • Where there is a teaching commitment, confidently demonstrates the highest standards of classroom practice • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates credibility amongst colleagues • Seeks professional support and guidance to guide further development and takes responsibility for ongoing professional development through undertaking wider reading and research • Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice • Acts as a role model, offering professional guidance and cascading best practice within the school • Sustained progress of pupils is evident across the school or within their area(s) of responsibility 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently and significantly performs above the expectations of their leadership role and their career stage, exceeding all teaching standards • Where there is a teaching commitment, frequently demonstrates exceptional teaching skills, knowledge and practice relative to their leadership role • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • Demonstrates exceptional leadership skills and enhancement of teaching practice of colleagues in their area of responsibility • Demonstrates exceptional management of their areas of responsibility within the school as an organisation, including HR and budget management where appropriate
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Head of School (Senior Deputy Headteacher with on-site responsibility under an Executive Headteacher)		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> • Is not meeting the requirements of the relevant standards in a manner appropriate for the leadership role and career stage • Falls short of expected performance for their leadership role and career stage • Requires advancement of skills to meet requirements of their leadership role • Has not either met performance objectives or has not met performance objectives to an acceptable level • Needs to develop greater consistency in good all round performance • Skills, knowledge and/or practice require development in a number of areas of the relevant standards • Requires professional support and guidance to support an acceptable level of performance • Children across the school or within their area(s) of responsibility do not make sufficient progress 	<ul style="list-style-type: none"> • Demonstrates consistent good performance, meeting all teaching standards, in a manner appropriate for the leadership role • Consistently demonstrates expected performance for their leadership role and career stage • Has met all performance management objectives to an appropriate and acceptable level • Demonstrates credibility amongst colleagues • Provides professional challenge and support to colleagues, when appropriate, and empowers them to make improvements to their practice • Seeks professional support and guidance to guide further development and takes responsibility for ongoing professional development through undertaking wider reading and research • Acts as a role model, offering professional guidance and cascading best practice within the school • Sustained progress of pupils is evident across the school or within their area(s) of responsibility • Effectively leads the daily operation of the school, including HR and budget management as appropriate • Communicates effectively with stakeholders on a day-to-day basis and in line with the expectations of their leadership role 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> • Consistently and significantly performs above the expectations of their leadership role and their career stage, exceeding all teachers standards • Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school • High Quality Inclusive Teaching (HQIT), high expectations and modelling/coaching lead to accelerated progress of pupils across the school including those with SEND needs or who are disadvantaged • Demonstrates high efficacy in leading the daily operation of the school, including HR and budget management as appropriate • Is highly effective in ensuring appropriate and consistent communication with all stakeholders
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		

Headteacher (or executive headteacher leading more than one school)		
Not meeting expectations	Achieved expectations	Exceptional performance
<ul style="list-style-type: none"> Is not meeting the requirements of the headteacher standards, given the context and needs of the school(s) Has either not met performance objectives or has not met performance objectives to an acceptable level Skills, knowledge and/or practice require development in a number of areas of the headteacher standards Children across the school(s) do not make sufficient progress Communicates ineffectively with stakeholders Attendance levels are consistently below national and not improving Performance management systems and professional development of staff are inconsistent and/or ineffective Policies and practice that ensure the protection and safety of pupils and staff are ineffective 	<ul style="list-style-type: none"> Demonstrates consistent good performance, meeting all headteacher standards, given the context and needs of the school(s) Has met all performance management objectives to an appropriate and acceptable level Seeks professional support and guidance to guide further development and takes responsibility for ongoing professional development through undertaking wider reading and research Models the school(s) vision, culture and values through everyday practice and behaviour, inspiring others Demands ambitious standards for all pupils regardless of disadvantage, background or starting point, closing gaps and securing age related expectations (as appropriate) Secures a calm and well-ordered environment for pupils and staff focussed on positive relationships, well-being and safeguarding Forms a culture where all staff are supported and enabled to develop and enhance their practice, regardless of career stage Exercises appropriate regard to the health and safety and protection of staff and pupils through implementation of effective policies, processes and systems in respect of HR, Health and Safety and safeguarding, identifying, managing and mitigating risk appropriately Exercises strategic, curriculum led financial planning and financial astuteness in allocating financial resources appropriately, with transparency and providing value for money, based on the school's priorities Promotes appropriate focus on staff well-being and workload both strategically in the development of policies, processes and systems and operationally in response to specific matters Works effectively with the governing body providing quality information, objective advice and support, to enable the whole governing body to meet its responsibilities 	<p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> Exceeds all headteacher standards Has significantly exceeded performance management objectives, adding substantial value and lasting benefits to the whole school(s) <p>or</p> <p><i>Meets Achieved expectations plus:</i></p> <ul style="list-style-type: none"> Exceeds all headteacher standards Has met all performance management objectives to an appropriate and acceptable level and has demonstrated exceptional performance in additional ways, for example (but not limited to): <ul style="list-style-type: none"> High Quality Inclusive Teaching (HQIT), robust performance management and high expectations leads to accelerated progress of <u>all</u> pupils across the school(s) including those who have SEND needs or who are disadvantaged Highly astute financial management has resulted in removing a deficit budget that is deemed a concern by the LA Provide significant and effective support to another school in difficulty
<p>Where an individual has potential to be rated against this rating, the expectation is that support will be given, at the earliest opportunity, to enable improvement. Depending on the circumstances of the case, this may be as part of the school's normal performance management policy or through application of the school's capability procedures. HR support and advice should be sought where required.</p>		