



North Essex Multi-Academy Trust

Pay Policy

**Trust Board Finance and
HR Committee**

Reviewed: Autumn Term 2018

Pay Policy 2018

No material changes to procedure.

There are no changes to the Document for 2018.

Following the consultation on the STRB report and the government's response, the School Teachers' Pay and Conditions Order 2018 has now been laid in Parliament, and the [STPCD 2018](#) is published and available online. It also includes information on the [Pay Grant](#).

The details are summarised in the [LGA circular](#) along with some potential options for [reference points](#) (with maximum increases on all points) for the various statutory ranges within the School Teachers Pay and Conditions Document 2018. As indicated in the circular the LGA (and HR) are not recommending a specific set of points for 2018.

Employers will need to determine if and how they will apply this award. In accordance with the Pay Policy they have adopted and inset the values of the pay ranges (at section 4 (teachers) and Appendix E (Leadership)) accordingly. The only obligation on employers is to ensure that the **minimum** of each of the ranges/allowances in their local pay policy is equal to the national minimum. Above the minimum of each range/allowance, schools are free to determine the values of any points/scales within their Pay Policy.

The Teachers' Pay and Conditions Document provides considerable flexibilities and discretions for employers. This Model provides a framework for schools and academies to develop their own pay policies. It is one model, and other Models can be explored. Multi Academy Trusts in particular will need to consider the levels of decision making which will be held by the Trust Board, the CEO where applicable, Headteachers and the Local Governing Bodies and reflect these in their Policy. A Model Pay Policy for MATs will be available shortly.

This is a model policy/procedure which reflects legislation, any relevant statutory and non-statutory guidance and best practice. The responsibility for setting policy and procedure resides with the Governing Body/Trust and as such the relevant body must be satisfied that the content of the policy/procedure suits their requirements and must consult their staff/local trade union representatives prior to its formal adoption. In this context, Education HR does not negotiate and agree its model policies with the Trade Unions/Professional Associations, although they are consulted and their feedback is considered in the development of the documents.

Staff were consulted on The Pay Policy and it was accepted by the Trust Board on:	14 October 2018
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Pay Policy A Model for Schools & Academies

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1.	INTRODUCTION
1.1	This Policy sets out the framework for making decisions on staff pay.
1.2	Staff pay is affected by legislation, and national and local pay agreements, which give governing bodies' significant flexibility to determine pay levels to meet local circumstances. The policy complies with the School Teachers' Pay & Conditions Document (STPCD) and the accompanying statutory guidance and with national and local pay agreements for support staff and these documents will take priority in any disputes. The Policy will be reviewed annually, in consultation with staff and unions.
1.3	The objective of the policy is to: <ul style="list-style-type: none"> • ensure that pay and staffing arrangements enable the current and future delivery the curriculum and school improvement plans; • support the recruitment and retention of high quality staff; • recognise and reward staff for their contribution to school improvement; • ensure that pay decisions are made in a fair and transparent way; • ensure that available monies are allocated appropriately.
2.	ROLES AND RESPONSIBILITIES
2.1	Pay Committees The Trust Board has established the following committees which have fully delegated powers to make decisions on pay, and (except in relation to the Headteacher's pay) will be advised by the Headteacher as appropriate. <ul style="list-style-type: none"> • Pay Committee • Pay Appeals Committee
2.1.1	The terms of reference for these committees are attached at Appendix A. Governors will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and in accordance with the Policy, and that correct procedures have been followed. The Trust Board will monitor the effectiveness of the Performance Management process and ensure that the allocation of pay is consistent with the overall standard of teaching in the school and the outcomes for pupils.
2.1.2	Where the Trust Board collaborates with another governing body or bodies on the appointment of staff, joint pay committees may be established between the relevant governing bodies to deal with pay and performance matters of relevant staff.
2.2	Performance Management Performance Management is a developmental and supportive process designed to ensure that teachers have the skills and support they need to carry out their role and that they continue to improve their professional practice throughout their careers. Performance management reviewers will be responsible for the performance management process, in accordance with the Performance Management Policy. Performance Management objectives will be moderated across the school to ensure consistency and fairness in pay decisions. The Performance Management Review Statement will include a pay recommendation which will be made by: <ul style="list-style-type: none"> • The PM reviewer/Headteacher for Main Pay Range teachers and support staff

	<ul style="list-style-type: none"> • The Headteacher for Upper Pay Range and Leadership Range teachers • The Headteachers' Performance Management Review Panel for the headteacher 		
2.2.1	Application for the Upper Pay Range The Headteacher will assess applications from teachers to be paid on the Upper Pay Range in accordance with this policy and will make a recommendation to the Pay Committee on whether the teacher should progress to the Upper Pay Range.		
2.3	Staffing Structure The Pay Committee will, having regard to the advice and recommendation of the Headteacher, determine, monitor and review the school staffing structure.		
2.4	Leadership Group and Lead Practitioners The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for posts on the Leadership and Lead Practitioner Pay Ranges. Such decisions will be ratified by the Trust Board Pay Committee.		
2.5	Other teachers The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for teachers on the Unqualified, Main and Upper Pay Ranges. Such decisions will be ratified by the Trust Board's Pay Committee.		
2.6	Associate Staff The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for all associate staff, with the exception of the Finance and Operations Director, who will be subject to the same arrangements as for other Senior Leadership Team members.		
3.	PAY TIMETABLE		
	Date	External	Internal
	April	Inflationary Pay Award for support staff	
	September	Inflationary Pay Award for teachers	Pay Progression decision effective for teachers and associate staff
		Budget set (academies)	
	Sept/Oct		Complete PM review for teachers
	31 October (last day of half term)		Notify teachers of annual pay review decision
	31 Dec. (last day of term)		Notify headteacher of annual pay review decision
	June/July		Complete PM review for associate staff
3.1	Setting and Reviewing Pay		
	Salaries will be determined only in the circumstances set out below.		
3.1.1	An individual salary range and starting salary will be determined where a new appointment is made, in accordance with the relevant sections of this Policy.		
3.1.2	The salary of individual posts will be reviewed at such times as appropriate where		

	there are significant changes in the responsibilities or duties of the post which warrant such a review.
3.1.3	The salary of individual posts may be reviewed where, the setting of a salary for a new appointment, or a change of salary in the circumstance set out in 9.1.1, makes such a review necessary to maintain consistency and fairness.
	The salary, within the established range, of individual staff will be reviewed annually on or after: <ul style="list-style-type: none"> • 1 September, but no later than 31 October (teachers and associate staff) • 1 September, but no later than 31 December (headteachers)
3.2	Inflationary increases – Teachers’ and Leadership Pay Ranges
	The school will ensure that the values of the minimum point of each pay range in this Policy are in line with the minimum of the corresponding ranges set out in the Teachers’ Pay and Conditions Document. The values of points on the scales above the minimum will be determined annually by the Trust Board Body. In making its determination the Trust Board will have regard to any national pay award and any requirements set out in Teachers’ Pay and Conditions.
3.2.1	The salaries of individual teachers will increase accordingly, subject to them demonstrating satisfactory performance as assessed through the performance Management Process and otherwise where necessary to ensure the teacher receives the minimum of the salary range.
3.2.2	Inflationary increases – Teacher Allowances
	The minimum values of TLR1, TLR2 and the SEN Allowance payable to individual teachers will be increased in line with the minimum of the corresponding Allowances set out in the Teachers’ Pay and Conditions Document. The values of Allowances in excess of the minimum will be determined annually by the Trust Board. In making its determination the Trust Board will have regard to any national pay award and any requirements set out in Teachers’ Pay and Conditions.
	The Trust Board will determine the values of all other allowances and discretionary payments payable to individual teachers on an annual basis.
3.2.3	Associate Staff
	The values of the salary points on the Local Government Pay Scale and the values of other salaries will be determined annually by the Trust Board. In making its determination the Trust Board will have regard to any national pay award
3.3	All staff will be informed in writing of their pay determination and the rationale for it each year according to the Pay Timetable and at any other time when a salary review takes place.
4.	TEACHERS’ PAY
4.1	Qualified teachers will be paid on the Main Pay Range or the Upper Pay Range. The Pay Ranges in this school have been divided into progression stages. Teachers on the Main Pay Range will be paid on the six-point scale on the Main Pay

	Range as set out below (Appendix D). Teachers on the Upper Pay Range will be paid on the five-point scale on the Upper Pay Range as set out below (Appendix D).
4.2	Unqualified Teachers will normally be paid on the Unqualified Pay Range. The Pay Range for Unqualified teachers in this school has been divided into progression stages as set out below (Appendix D).
4.2.1	Where an unqualified teacher is on a recognised “route into teaching” programme, the Pay Committee may exercise its discretion to pay him/her on the Main Pay Range having regard to his/her skill, qualifications and experience.
4.3	Where a Lead Practitioner posts are included in the Staffing Structure, each Lead Practitioner will be paid within a specified range, within the Pay Range for Lead Practitioners. <ul style="list-style-type: none"> • In setting the specified Range, the Pay Committee will determine the number and value of performance pay progression stages within that range. • Different Lead Practitioner posts may have a different specified range, having regard to the challenge of the individual post and pay differentials within the school.
5.	PAY ON APPOINTMENT
5.1	The salaries of new staff will be set within the Pay Range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be taken of; <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions; • any specific restrictions set out in the Teachers’ Pay & Conditions Document; • the employee’s current salary level; <p>Newly Qualified Teachers in their first year will normally be paid on the minimum of the Main Pay Range. There is no assumption that an employee will be paid the same rate they were being paid in a previous school.</p>
6.	PAY PROGRESSION BASED ON PERFORMANCE
	Teachers on the Main, Unqualified, Upper and Lead Practitioner Pay Ranges
6.1	Decisions regarding annual pay progression within the relevant ranges set out in 4.1-4.3 above, will be made with reference to teachers’ performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. <p>The Trust Board expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance</p>

	Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.
6.2	<p>Decisions on performance pay progression will be based on an assessment of the <u>overall</u> performance of the teacher.</p> <p>A teacher will be eligible for annual performance pay progression where they:</p> <ol style="list-style-type: none"> 1) have been assessed as meeting all of the teaching standards, throughout the assessment period; 2) have had their teaching assessed as at least good <u>overall</u> during the assessment period; 2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching <u>overall</u> 2b) Lead Practitioners will be expected to demonstrate outstanding teaching <u>overall</u> 3) have been assessed as meeting the requirements of their job description/job role; 4) meet their individual performance management objectives; Consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives; 5) have demonstrated a personal responsibility for identifying and meeting their CPD needs. <p>The evidence which will be considered in assessing performance will include:</p> <ul style="list-style-type: none"> • pupil progress data; • quality of teaching against the Teaching Standards, including observed practice; • self-assessment; • professional dialogue; • received feedback; • performance management statements; • CPD records. <p>And in the case of Upper Pay Range teacher and Lead Practitioners, evidence of their contribution beyond their own classroom and their impact on the wider school.</p> <p>Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.</p>
6.3	<p>Decision to progress</p> <p>Where all of the performance pay progression criteria set out in 6.2 above are met, the teacher will move up to the next Performance Pay Progression Stage. Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>
6.4	<p>Decision not to progress</p> <p>Where the performance pay progression criteria in 6.2 are not met, the teacher will not receive any performance pay progression. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently</p>

	<p>fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the teacher will be supported through the performance management process to improve their performance.</p>
7.	MOVEMENT TO THE UPPER PAY RANGE
7.1	<p>Any qualified teacher on the Main Pay Range may apply to be paid on the Upper Pay Range once per year. It is the responsibility of the teacher to decide whether or not they wish to submit an application. Applications must:</p> <ul style="list-style-type: none"> • be made on the appropriate application and submitted to the headteacher; • be submitted by 31 October in each year (consideration will be given to accepting late applications where individual circumstances eg absence prevent this deadline being met).
7.2	<p>The Criteria</p> <p>An application will be successful, if the Headteacher and the Pay Committee are satisfied that:</p> <ul style="list-style-type: none"> • the teacher is highly competent in all elements of the teaching standards; and, • the teacher's achievements and contribution to the school are substantial and sustained. <p>In this school, this means that the teacher has consistently</p> <ul style="list-style-type: none"> • demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period; • been assessed as meeting their performance management objectives over a sustained period; <p>and in addition that;</p> <ul style="list-style-type: none"> • teaching has been rated as good <u>overall</u>, with some outstanding, over a sustained period; • the teacher has demonstrated over a sustained period an ability to support some pupils to exceed expected levels of progress/achievement; • the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and pupils' learning; • the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include <ul style="list-style-type: none"> ○ demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice; ○ contributing to policy and practice which has improved teaching and learning across the school; <p><u>Sustained</u> means maintained continuously over a period of at least 3 school years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year at this school, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.</p> <p>The school will exercise its discretion to consider performance over a lesser period</p>

	where a teacher has been absent for some of the relevant period.
7.3	<p>The Assessment</p> <p>The Headteacher will assess all applications to be paid on the Upper Pay Range and their recommendation will be considered by the Pay Committee.</p> <p>The Headteacher will use the evidence contained in the teachers' performance management review paperwork to make their assessment.</p> <p>A teacher who has not been at the school for all of the 3 year assessment period, should provide their performance management review statement(s) from their previous employment with their application.</p> <p>A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.</p>
7.4	<p>Procedure</p> <p>The Headteacher will discuss their recommendation with the teacher and the Pay Committee will confirm the decision by 31 December.</p> <p>Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.</p> <p>Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support through the performance management process to develop their skills with a view to them making a future successful application.</p> <p>Teachers have the right to appeal any decision not to move them onto the Upper Pay Range. The appeals procedure is at section 21 of this policy.</p>
8.	ADDITIONAL ALLOWANCES
8.1	Teachers on the Main or Upper Pay Ranges may be paid an additional allowance as follows:
8.1.1	Teaching and Learning Responsibility (TLR) Payments
	<p>There are 3 TLR levels: TLR1, TLR2 and TLR3</p> <p>TLRs may be awarded to teachers on the Main or Upper Pay Range. A teacher may not be in receipt of more than one TLR1 or TLR2 concurrently.</p> <p>Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, are set out in the staffing structure (see Appendix D).</p> <p>TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.</p> <p>TLR3 Allowances are paid for a fixed-term period, for delivery of a significant responsibility in relation to a clearly time-limited school improvement or one-off externally driven project.</p> <p>The Headteacher will determine what projects should attract a TLR3 Allowance and</p>

	<p>the value of those Allowances having regard to the context, nature and complexity of the responsibility.</p> <p>The Headteacher will invite teachers to express interest in relevant projects and will allocate TLR3s on the basis of an assessment, through professional dialogue, of which teacher has the relevant skills and knowledge required for the specific project.</p> <p>In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.</p> <p>Where a TLR is awarded, written notification will be given to the teacher of:</p> <ul style="list-style-type: none"> • the nature of the significant responsibility; • the level of the payment; • in the case of TLR3, the date on which the Allowance will end.
8.1.2	Special Needs Allowances
	The Trust does not pay a separate SEN allowance. Teachers with responsibility for SEN are paid a Teaching and Learning Responsibility Payment.
8.2	Unqualified Teacher Allowance
	<p>The Headteacher may determine that an additional Allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:</p> <ul style="list-style-type: none"> • taken on a sustained additional responsibility which is: • focussed on teaching and learning; and • requires the exercise of a teachers' professional skills and judgement: or • qualifications or experience which bring added value to the role s/he is undertaking. <p>The Headteacher* will determine the amount of any such allowances having due regard to consistency, fairness and transparency.</p>
9.	LEADERSHIP GROUP PAY
	Inflationary increases will be applied as set out in section 3.2
9.1	The Pay Range for Leadership Posts at this school has been divided into Pay Progression Stages as set out in Appendix D and the Salary Range for the Headteacher will be determined as set out in 9.1.2 below and will consist of a range of 7 progression stages and the Salary Range for Deputy and Assistant Headteachers shall consist of 5 progression stages.
9.1.1	<p>The Pay Committee/Trust Board will determine the group size of the school with reference to pupil numbers as set out in TPCD and determine appropriate Salary Ranges for each Leadership Post, normally within the Group Size¹.</p> <p>Where a person is appointed as Headteacher of more than one school on a permanent basis, the group size and Salary Range will be determined by reference to the combined pupil numbers of all the schools and the overall responsibility of the post.</p> <p>In setting the individual Salary Ranges for Leadership Posts the Pay Committee/Trust Board will:</p>

	<ul style="list-style-type: none"> • take account of all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations; • have regard to appropriate pay differentials with other staff; <p>¹The Salary Ranges of Deputy and Assistant Headteachers must not exceed the Group Size of the school.</p> <p>Where the Governing Body determine a higher than normal salary is warranted for the headship, the Salary Range of the Headteacher may exceed the Group Size of the school, subject to the total salary, including any temporary payment made under 9.1.4 below, not exceeding 25% above the Group Size, other than in exceptional circumstances in which case:</p> <ul style="list-style-type: none"> • a business case must be approved by the full Governing Body; • the Governing Body must seek external independent advice.
9.1.2	When determining the starting salary of a newly appointed member of the Leadership Group, the Trust Board will have regard to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range determined in Section 9.1.1. The starting salary will allow for performance progression over time.
9.1.3	<p>Progression within the Salary Range will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy.</p> <p>Determination of whether there has been “sustained high quality of performance” will be made in accordance with the criteria outlined in Appendix C of this Policy.</p>
	<p>Where the Pay Committee is satisfied that there has been a sustained high quality of performance, the employee will move up to the next Performance Pay Progression Stage.</p> <p>Where performance is considered to be exceptional, the Pay Committee may move the employee up two progression stages.</p>
9.1.4	<p>Performance Progression is limited to the maximum of the Salary Range as determined in 9.1.1.</p> <p>Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>
9.1.5	<p>Where the employee’s performance is assessed as not being of a sustained high quality, there will not be any performance pay increase. A decision not to award a performance pay increase may be made without recourse to capability procedures. However, those who fail to meet the minimum standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the employee will be supported through the performance management process to improve their performance.</p>

10.	ADDITIONAL PAYMENTS TO TEACHERS
10.1	Temporary Payments to the Headteacher
	<p>The Pay Committee may determine that an additional temporary payment be made to the Headteacher for clearly defined responsibilities or duties which are in addition to, and have not previously been taken into account in setting, the permanent Salary Range under 9.1.1.</p> <p>The total sum of any additional payments set out in this section (and in 9.1.1) will not exceed 25% of the value of the Headteacher's point on the Leadership Pay Spine. If the Pay Committee exceptionally wishes to exceed the limit above, it will seek independent external advice and seek agreement of a business case form the Trust Board before so doing.</p>
	<p>Except where specified, the following payments may not be made to members of the Leadership Group. Where relevant, any additional payments to a Headteacher must be made as part of their permanent Salary Range (as set out in 9.1.1 above) or as a temporary payment (as set out in 10.1 above).</p>
10.2	Continuous professional development undertaken outside the school day
	The Trust Board does not make payments for CPD outside of the school day.
10.3	Activities related to the provision of initial teacher training (ITT)
	The Trust Board does not make payments for ITT activities.
10.4	Participation in out of school learning activities
	<p>Where a teacher at the school undertakes 1:1 Tuition outside of the school day, they will be paid an out of school learning allowance payment of £25 per hour.</p> <p>Where a part-time teacher at the school undertakes 1:1 Tuition during the school day they shall be paid their normal hourly rate.</p>
10.5	Provision of services to another school(s)
	<p>The Trust Board may authorise teachers, including Leadership Group, to undertake additional responsibilities and activities relating to the raising of standards in one or more other school.</p> <p>Where such an agreement is authorised, the Trust Board will determine, what, if any, payment should be paid to the teacher and/or to other staff, in recognition of the associated additional responsibility and how much shall be retained by the school to cover associated costs such as administration or supply cover.</p> <p>Any payment to the Headteacher will be made under 10.1 of this Policy. Payments to other staff may include acting arrangements, temporary TLR3s or such other payment as the Pay Committee considers appropriate under Paragraph 26.1 of TPCD.</p> <p>All such payments are temporary with no entitlement to safeguarding when they cease.</p>
10.6	Recruitment and Retention Payments and Incentive
	The Pay Committee may authorise, on a case by case basis, a payment or incentive

	<p>to secure the recruitment, and/or to retain the services, of a teacher. In authorising such a payment, the following factors will be considered:</p> <ul style="list-style-type: none"> • that there is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience; • that there is a need to retain the skills, qualifications or experience of an individual; • whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school; • available financial resources; • market forces. <p>Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.</p> <p>Any such payment will be confirmed in writing, including details of:</p> <ul style="list-style-type: none"> • whether it is for the purpose of recruitment or retention; • the nature of the payment or incentive; • if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time; • the basis for any uplifts where applicable; • the date which the payment/incentive will be reviewed; <p>Leadership Group may only receive payments under this Section for reasonably incurred housing or relocation costs.</p>
10.7	Acting Arrangements
	<p>Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher, but has not been appointed in an acting capacity the Trust Board shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay & Conditions Document.</p>
11.	PART TIME TEACHERS
	<p>Teachers who work less than a full day or week are deemed to be part-time. The proportion of full-time will be calculated in accordance with the Teachers Pay & Conditions Document as follows:</p> $\frac{\text{Teacher's timetabled teaching time}}{\text{School's timetabled teaching time}} = \text{part-time percentage}$ <p>Part-time teachers will be expected to work a corresponding proportion of directed time and will receive a corresponding proportion of a full- time salary.</p>
12.	SHORT NOTICE/SUPPLY TEACHERS
	<p>Teachers who are engaged directly and work on a day-to-day basis or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers.</p> <p>Supply teachers working a whole day, including directed time, will initially have their salary calculated as an annual amount; it will then be divided by 195 and multiplied by</p>

	<p>the number of days worked.</p> <p>Supply teachers working less than a full day will be hourly paid. The salary will be calculated as an annual amount and then divided by 1265 to determine the hourly rate, which will then be paid for hours worked, including any agreed payment for directed time.</p>
13.	SUPPORT STAFF PAY
	The salary of support staff is as set out in their contract of employment.
13.1	<p>Starting salary</p> <p>The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, account will be taken of;</p> <ul style="list-style-type: none"> • the skills, experience and relevant qualifications of the individual; • market conditions.
13.2	<p>Pay Progression</p> <p>Annual progression within any pay range set out in the contract of employment, will be subject to the employee meeting the expectations as determined through the performance management process.</p>
13.3	<p>Part-time staff</p> <p>Support staff who work less than a full day, week and/or year are deemed to be part-time. The proportion of full-time will be calculated as follows:</p> <p>Hours per week x weeks per year</p> <p>-----</p> <p>37 x 52.14</p>
14.	SALARY SACRIFICE SCHEMES
	<p>The Trust Board operates a Salary Sacrifice Scheme in relation to Child Care Vouchers.</p> <p>Staff choosing to participate in the Scheme(s) will have their gross pay reduced according to the terms of the Scheme for the duration of their participation.</p> <p>Where participants in a child care voucher scheme have a period of child related leave, the school will continue to provide vouchers during such periods.</p> <p>Following the introduction of the Government-run Childcare Voucher Scheme, no new members will be admitted to the School run scheme.</p>
15.	PENSIONS
15.1	<p>All regular salary payments and additional allowances and payments to staff within this policy, with the exception of some recruitment and retention benefits, are pensionable.</p> <p>Note: Full-time teachers cannot be members of the Teachers' Pension Scheme for a second job (eg 1:1 tuition at another school). They can however join the Local Government Pension Scheme for this secondary employment.</p>

15.2	The Trust Board will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Trust Board recognises that, were this to be done, the DfE and/or pension regulator, where appropriate, may use their powers to substitute a notional salary for calculation of pension.
16.	SALARY SAFEGUARDING/PROTECTION
	<p>The Trust Board will ensure appropriate salary protection/safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document and for support staff in accordance with the schools' Redundancy and Re-organisation Procedure.</p> <p>Employees in receipt of safeguarding will be expected to undertake commensurate work.</p>
17.	STAFFING BUDGET
	The amount of money allocated to implementing the Pay Policy will be determined at the beginning of each financial year through the budget allocation process of the school. The Trust Board will endeavour to ensure that appropriate funding is allocated for performance pay progression at all levels.
18.	EQUALITIES
	<p>The Trust Board recognises the principle of equal pay for work of equal value in the implementation of this policy. The Trust Board will take into account the salaries payable in comparable establishment, where possible, in setting pay levels. All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.</p>
19.	OVER/UNDER PAYMENTS
	<p>The Trust Board shall be entitled to deduct from your salary any money which you may owe to the school at any time.</p> <p>Associate staff working less than 52 weeks have their annual salary spread evenly over 12 months, whereas their working hours are spread unevenly across the year due to school closure periods. When they leave employment, a calculation will be made to assess any over- or under-payment arising from this arrangement, and any over or underpayment will be adjusted in their final pay. Employee will be notified in advance of any adjustment.</p> <p>Should an overpayment occur in other circumstances the employee will be notified in writing of the full amount of the overpayment and agreement will be sought about a reasonable repayment schedule. In the absence of such an agreement the Trust will determine a reasonable recovery schedule, usually not exceeding 5% of the monthly gross, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement.</p>

	<p>Recovery of overpayments will be pursued in the case of former employees.</p> <p>In the case of underpayments, the Trust will apply appropriate refunds as soon as possible.</p> <p>Employees are expected to draw to the attention of the Headteacher any overpayment or underpayment as soon as possible. The Employer is expected to draw to the attention of the employee any overpayment or underpayment as soon as possible.</p>
20.	MONITORING
	<p>The Trust Board will monitor the outcome and impact of this policy annually assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of teachers and the correlation between this and performance management reviews and outcomes for pupils.</p> <p>The pay of individual staff will remain confidential – shared only with those responsible for making pay decisions and managing administrative matters.</p>
21.	APPEALS PROCEDURE
21.1	<p>Staff have the right to make representations and to appeal about any aspect of their pay or pay progression in accordance with the appeals procedure within the policy, which meets, as a minimum, the statutory requirements on disputes resolution.</p> <p>Pay recommendations will be contained within Performance Management Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.</p>
21.2	<p>An employee may make a formal appeal against any decision on pay, which must be submitted in writing within 10 working days of receipt of written notification of that decision.</p> <p>The grounds of appeals are that the decision maker(s):</p> <ul style="list-style-type: none"> • incorrectly applied the provisions of the Teachers' Pay & Conditions Document / national / local terms and conditions • failed to have proper regard for statutory guidance; • failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence; • were biased; or • otherwise unlawfully discriminated against the employee.
21.3	<p>Appeals will be heard by the Pay Appeals Committee.</p> <p>The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a recognised Trade Union.</p>

	<p>The procedure for the conduct of the appeal meeting is at Appendix B.</p> <p>Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.</p> <p>The decision of the appeal committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.</p> <p>The decision of the Trust Board's Pay Appeals Committee is final and there is no recourse to the staff grievance procedure.</p> <p>The Headteacher shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the Pay Appeals Committee.</p> <p>The role of the Pay Appeal Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.</p>
22.	DATA PROTECTION
22.1	<p>A written record of all meetings conducted under this pay policy, including pay appeals, will be made, either by the person holding the meeting or by an alternative person arranged by the school to take notes.</p> <p>The school processes any personal data collected as part of the operation of the pay policy/pay appeals procedure in accordance with its data protection policy. The pay of individual staff will remain confidential.</p> <p>Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of making decisions on pay, handling pay appeals or administering any pay decisions. All data collected will be held in accordance with the school's retention schedule. Inappropriate access or disclosure of employee data including individual staff salaries constitutes a data breach and should be reported in accordance with the school's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the school's disciplinary procedure.</p>

APPENDIX A: TERMS OF REFERENCE PAY COMMITTEES

PAY COMMITTEE

Delegation of Function

The Trust Board shall establish a Pay Committee to set the Pay Policy for the school and to implement the approved Pay Policy in respect of the pay for all staff.

Clerking

The meeting of the Staff Pay Committee should not be clerked by a Governor, or a member of the Committee or the Headteacher.

Membership

The Staff Pay Committee shall consist of at least three named members of the Trust Board, none of whom shall be employees or Associate Members.

The Headteacher may attend all proceedings of the Pay Committee for the purposes of providing information and advice, but must withdraw when their own salary is being discussed.

Quorum

Three Governors

Terms of Reference

- To determine the Pay Policy for the school;
- To advise the Trust Board on current and future pay level;
- To ratify appropriate salary ranges and starting salaries for Lead Practitioners, and member of the leadership group;
- To ratify annual pay progress for teachers (by 31 October at the latest) as set out in the Pay Policy, taking account of any recommendations made on the Performance Management review statement, in accordance with the approved pay policy.
- To approve applications to be paid on the Upper Pay Range
- To approve annual pay progress for the headteacher (by 31 December at the latest), taking account of the recommendation made by the Headteacher's Performance Review Panel, following the annual review.
- To determine the application of national inflationary increases as required;
- To monitor and report to the Trust Board on the annual pattern of performance pay progression at each level and the correlation between pay progression, quality of teaching and outcomes for pupils.

PAY APPEALS COMMITTEE

Delegation of Function

The Trust Board shall establish a Pay Appeals Committee to deal with all appeals against pay decisions.

Clerking

The meeting of the Staff Pay Appeals Committee should be minuted.

Membership

The Pay Appeals Committee shall consist of at least three named members of the Local Governing Body, none of whom shall be employees or Associate members or members of the Pay Committee.

The Headteacher may attend all proceedings of the Pay Appeals Committee for the purpose of providing information and advice (except where the appeal is in respect of his/her own salary, where s/he will attend for the purposes of making his/her case).

Quorum

Three Trustees/Governors

Terms of Reference

- To determine formal appeals against pay determinations in accordance with the Appeals Procedure set out in the Pay Policy.

APPENDIX B – PAY APPEALS MEETING PROCEDURE

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Pay Committee and the Pay Appeals Committee. The Headteacher should attend to provide information and advice (except where s/he is the appellant).

1. Introductions and opening remarks
2. Member of staff and/or representative to present case
 - School representative to ask questions
 - Pay Appeals Committee to ask questions
3. School to respond

This may include calling on the Performance Management Reviewer and/or a member of the Pay Committee/headteacher where they are not presenting the case to add any relevant information / answer question (where applicable]

 - Member of staff and/or representative to ask questions
 - Pay Appeals Committee to ask questions
4. Employee or representative to make closing statement
5. School to make closing statement
6. Both parties withdraw to allow Pay Appeals Committee to consider their decision
7. Either both parties invited back to hear decision or the decision will be communicated in writing within 48 hours.

APPENDIX C: PERFORMANCE PAY PROGRESSION - LEADERSHIP

To achieve progression on the Leadership Pay Scale, the School Teachers' Pay and Conditions Document (STPCD) requires individuals to have demonstrated sustained high quality performance. In making judgements against this criterion and in determining whether there should be progression the Trust Board will consider whether the individual has grown professionally by developing their leadership; and (where relevant), teaching, expertise.

In considering whether there has been professional growth, the Trust Board will consider whether the following description of a person on the leadership scale has been met:

- Those on the leadership spine play a critical role in the life of the school.
- They inspire those around them and work with others to create a shared strategic vision which motivates pupils and staff.
- They take a lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others
- They have confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

To achieve progression (and for the above to be satisfied), there will need to have been a successful performance management review.

A successful performance management review involves a process of:-

- a. Performance Management objectives, linked to school improvement priorities, pupils outcomes raising levels of achievement and attainment, leaderships and management skills and competencies, personal development ;
- b. Performance against the teaching standards including observed practice;
- c. Performance against any other relevant Standards (eg the Headteacher Standards)
- d. Other evidence, including of professional development/growth.

Note: The Trust Board expects that a teacher's performance objectives will define what needs to be achieved to demonstrate that the individual has grown professionally by developing their leadership and (where relevant) teaching expertise.

APPENDIX D: PAY SCALES

Ramsey, Richard de Clare & Notley Teachers Scales 01.09.2018				
Main pay scale				
	Point	Sep-18		
QTEACH	1	23720		
QTEACH	2	25593		
QTEACH	3	27651		
QTEACH	4	29778		
QTEACH	5	32125		Sep-18
QTEACH	6	34663	1A	13288
			1B	11463
			1C	9659
			1D	7853
Unqualified Teachers				
	Point	Sep-18		
UQTEACH	1	17208		
UQTEACH	2	19210	2A	6646
UQTEACH	3	21209	2B	4680
UQTEACH	4	23211	2C	2760
UQTEACH	5	25214		
UQTEACH	6	27216	3A	2629
			3B	1545
			3C	540
Upper pay scale				
	Point	Sep-18		
THRESH	1	36646		
THRESH	1.5	37323		
THRESH	2	38003		
THRESH	2.5	38704		
THRESH	3	39406		
Lead Practitioner				
	Point	Sep-18		
LEAD'PRT	1	40162		
LEAD'PRT	2	41167		
LEAD'PRT	3	42195		
LEAD'PRT	4	43246		
LEAD'PRT	5	44322		
LEAD'PRT	6	45434		
LEAD'PRT	7	46658		
LEAD'PRT	8	47734		
LEAD'PRT	9	48926		
LEAD'PRT	10	50182		
LEAD'PRT	11	51485		
LEAD'PRT	12	52671		
LEAD'PRT	13	53988		
LEAD'PRT	14	55344		
LEAD'PRT	15	56711		
LEAD'PRT	16	58218		
LEAD'PRT	17	59556		
LEAD'PRT	18	61055		

Leadership Scale				
	Point	Sep-18		
LEAD'SHP	L1	39965		
LEAD'SHP	L2	40966		
LEAD'SHP	L3	41989		
LEAD'SHP	L4	43034		
LEAD'SHP	L5	44106		
LEAD'SHP	L6	45213		
LEAD'SHP	L7	46430		
LEAD'SHP	L8	47501		
LEAD'SHP	L9	48687		
LEAD'SHP	L10	49937		
LEAD'SHP	L11	51234		
LEAD'SHP	L12	52414		
LEAD'SHP	L13	53724		
LEAD'SHP	L14	55064		
LEAD'SHP	L15	56434		
LEAD'SHP	L16	57934		
LEAD'SHP	L17	59265		
LEAD'SHP	L18	60755		
LEAD'SHP	L19	62262		
LEAD'SHP	L20	63806		
LEAD'SHP	L21	65384		
LEAD'SHP	L22	67008		
LEAD'SHP	L23	68667		
LEAD'SHP	L24	70370		
LEAD'SHP	L25	72119		
LEAD'SHP	L26	73903		
LEAD'SHP	L27	75735		
LEAD'SHP	L28	77613		
LEAD'SHP	L29	79535		
LEAD'SHP	L30	81515		
LEAD'SHP	L31	83528		
LEAD'SHP	L32	85605		
LEAD'SHP	L33	87732		
LEAD'SHP	L34	89900		
LEAD'SHP	L35	92135		
LEAD'SHP	L36	94416		
LEAD'SHP	L37	96763		
LEAD'SHP	L38	99158		
LEAD'SHP	L39	101574		
LEAD'SHP	L40	104109		
LEAD'SHP	L41	106709		
LEAD'SHP	L42	109383		
LEAD'SHP	L43	111007		

Local Government Pay Scales April 2017-March 2019

		Apr-17					Apr-18				
			37	37+	37+	36+		37	37+	37+	36+
	per annum	Annual	Hourly	outer fringe	inner fringe	inner fringe	Annual	Hourly	outer fringe	inner fringe	inner fringe
Band 1	6	£15,014	7.78	8.09	8.22	8.45	£16,394	£8.50	£8.81	£8.94	£9.19
	Mid										
	7	£15,115	7.83	8.14	8.27	8.50	£16,495	£8.55	£8.86	£8.99	£9.24
	8	£15,246	7.90	8.21	8.34	8.57	£16,626	£8.62	£8.93	£9.06	£9.31
	9	£15,375	7.97	8.27	8.41	8.64	£16,755	£8.68	£8.99	£9.13	£9.38
	10	£15,613	8.09	8.40	8.53	8.77	£16,863	£8.74	£9.05	£9.19	£9.44
Band 2	11	£15,807	8.19	8.50	8.63	8.87	£17,007	£8.82	£9.13	£9.26	£9.52
	12	£16,123	8.36	8.66	8.79	9.04	£17,173	£8.90	£9.21	£9.35	£9.61
	13	£16,491	8.55	8.85	8.98	9.23	£17,391	£9.01	£9.32	£9.46	£9.72
	Mid										
	14	£16,781	8.70	9.00	9.13	9.39	£17,681	£9.16	£9.47	£9.61	£9.88
	15	£17,072	8.85	9.15	9.28	9.54	£17,972	£9.32	£9.63	£9.76	£10.03
	16	£17,419	9.03	9.33	9.46	9.73	£18,319	£9.50	£9.81	£9.94	£10.22
Band 3	17	£17,772	9.21	9.52	9.65	9.92	£18,672	£9.68	£9.99	£10.12	£10.40
	18	£18,070	9.37	9.67	9.80	10.07	£18,870	£9.78	£10.09	£10.23	£10.51
	19	£18,746	9.72	10.02	10.15	10.43	£19,446	£10.08	£10.39	£10.52	£10.82
	20	£19,430	10.07	10.37	10.51	10.80	£19,819	£10.27	£10.58	£10.72	£11.02
	Mid										
	21	£20,138	10.44	10.74	10.87	11.18	£20,541	£10.65	£10.96	£11.09	£11.40
	22	£20,661	10.71	11.01	11.15	11.45	£21,074	£10.92	£11.23	£11.37	£11.68
	23	£21,268	11.02	11.33	11.46	11.78	£21,693	£11.24	£11.55	£11.69	£12.01
	24	£21,962	11.38	11.69	11.82	12.15	£22,401	£11.61	£11.92	£12.06	£12.39
	25	£22,658	11.74	12.05	12.18	12.52	£23,111	£11.98	£12.29	£12.42	£12.77
Band 4	26	£23,398	12.13	12.43	12.56	12.91	£23,866	£12.37	£12.68	£12.82	£13.17
	27	£24,174	12.53	12.83	12.97	13.33	£24,657	£12.78	£13.09	£13.23	£13.59
	28	£24,964	12.94	13.24	13.38	13.75	£25,463	£13.20	£13.51	£13.64	£14.02
	29	£25,951	13.45	13.76	13.89	14.27	£26,470	£13.72	£14.03	£14.17	£14.56
	Mid										
	30	£26,822	13.90	14.21	14.34	14.74	£27,358	£14.18	£14.49	£14.63	£15.03
	31	£27,668	14.34	14.65	14.78	15.19	£28,221	£14.63	£14.94	£15.07	£15.49
	32	£28,485	14.76	15.07	15.20	15.62	£29,055	£15.06	£15.37	£15.51	£15.94
	33	£29,323	15.20	15.50	15.64	16.07	£29,909	£15.50	£15.81	£15.95	£16.39
	34	£30,153	15.63	15.93	16.07	16.51	£30,756	£15.94	£16.25	£16.39	£16.84
Band 5	35	£30,785	15.96	16.26	16.39	16.85	£31,401	£16.28	£16.59	£16.72	£17.19
	36	£31,601	16.38	16.68	16.82	17.28	£32,233	£16.71	£17.02	£17.15	£17.63
	37	£32,486	16.84	17.14	17.27	17.75	£33,136	£17.18	£17.49	£17.62	£18.11
	38	£33,437	17.33	17.64	17.77	18.26	£34,106	£17.68	£17.99	£18.12	£18.63
	39	£34,538	17.90	18.21	18.34	18.85	£35,229	£18.26	£18.57	£18.71	£19.22
	40	£35,444	18.37	18.68	18.81	19.33	£36,153	£18.74	£19.05	£19.18	£19.72
	41	£36,379	18.86	19.16	19.29	19.83	£37,107	£19.23	£19.54	£19.68	£20.23
	42	£37,306	19.34	19.64	19.77	20.32	£38,052	£19.72	£20.03	£20.17	£20.73
	43	£38,237	19.82	20.12	20.26	20.82	£39,002	£20.22	£20.53	£20.66	£21.24

Band 6	43	£38,237	19.82	20.12	20.26	20.82	£39,002	£20.22	£20.53	£20.66	£21.24
	44	£39,177	20.31	20.61	20.74	21.32	£39,961	£20.71	£21.02	£21.16	£21.75
	45	£40,057	20.76	21.07	21.20	21.79	£40,858	£21.18	£21.49	£21.62	£22.22
	46	£41,025	21.26	21.57	21.70	22.30	£41,846	£21.69	£22.00	£22.14	£22.75
	47	£41,967	21.75	22.06	22.19	22.81	£42,806	£22.19	£22.50	£22.63	£23.26
	48	£42,899	22.24	22.54	22.67	23.30	£43,757	£22.68	£22.99	£23.13	£23.77
	49	£43,821	22.71	23.02	23.15	23.79	£44,697	£23.17	£23.48	£23.61	£24.27
	50	£44,734	23.19	23.49	23.62	24.28	£45,629	£23.65	£23.96	£24.10	£24.77
	51	£46,028	23.86	24.16	24.29	24.97	£46,949	£24.34	£24.65	£24.78	£25.47
	52	£47,313	24.52	24.83	24.96	25.65	£48,259	£25.02	£25.32	£25.46	£26.17
	53	£48,574	25.18	25.48	25.61	26.33	£49,545	£25.68	£25.99	£26.13	£26.85
	54	£49,870	25.85	26.15	26.29	27.02	£50,867	£26.37	£26.68	£26.81	£27.56
SMG1	55	£52,169	27.04	27.35	27.48	28.24	£53,212	£27.58	£27.89	£28.03	£28.81
	56	£53,470	27.72	28.02	28.15	28.93	£54,539	£28.27	£28.58	£28.71	£29.51
	57	£54,775	28.39	28.70	28.83	29.63	£55,870	£28.96	£29.27	£29.40	£30.22
	58	£56,087	29.07	29.38	29.51	30.33	£57,209	£29.65	£29.96	£30.10	£30.93
	59	£57,382	29.74	30.05	30.18	31.02	£58,530	£30.34	£30.65	£30.78	£31.64
SMG2	60	£59,494	30.84	31.14	31.27	32.14	£60,684	£31.46	£31.77	£31.90	£32.79
	61	£60,989	31.61	31.92	32.05	32.94	£62,209	£32.25	£32.56	£32.69	£33.60
	62	£62,484	32.39	32.69	32.82	33.74	£63,734	£33.04	£33.35	£33.48	£34.41
	63	£63,968	33.16	33.46	33.59	34.53	£65,247	£33.82	£34.13	£34.27	£35.22
	64	£65,453	33.93	34.23	34.36	35.32	£66,762	£34.61	£34.92	£35.05	£36.02
SMG3		£65,956	34.19	34.49	34.62	35.59	£67,275	£34.87	£35.18	£35.32	£36.30
		£67,610	35.05	35.35	35.48	36.47	£68,962	£35.75	£36.06	£36.19	£37.20
		£69,257	35.90	36.20	36.34	37.34	£70,642	£36.62	£36.93	£37.06	£38.09
		£70,901	36.75	37.05	37.19	38.22	£72,319	£37.49	£37.80	£37.93	£38.98
		£72,551	37.61	37.91	38.04	39.10	£74,002	£38.36	£38.67	£38.80	£39.88
SMG4		£77,944	40.40	40.71	40.84	41.97	£79,503	£41.21	£41.52	£41.66	£42.81
		£79,900	41.42	41.72	41.85	43.01	£81,498	£42.24	£42.55	£42.69	£43.87
		£81,841	42.42	42.73	42.86	44.05	£83,478	£43.27	£43.58	£43.72	£44.93
		£83,786	43.43	43.73	43.87	45.08	£85,462	£44.30	£44.61	£44.74	£45.99
		£85,738	44.44	44.75	44.88	46.12	£87,453	£45.33	£45.64	£45.78	£47.05
SMG5		£88,029	45.63	45.93	46.07	47.35	£89,790	£46.54	£46.85	£46.99	£48.29
		£90,316	46.82	47.12	47.25	48.56	£92,122	£47.75	£48.06	£48.20	£49.53
		£92,597	48.00	48.30	48.43	49.78	£94,449	£48.96	£49.27	£49.40	£50.77
		£94,884	49.18	49.49	49.62	51.00	£96,782	£50.17	£50.48	£50.61	£52.02
		£97,172	50.37	50.67	50.80	52.22	£99,115	£51.38	£51.69	£51.82	£53.26
		£99,459	51.56	51.86	51.99	53.43	£101,448	£52.59	£52.90	£53.03	£54.50

Lettings	Apr-16	Oct-16	Apr-17	Apr-18
Mon-Fri	£7.20	£7.52	£7.78	£7.83
Sat	£7.41	£7.73	£7.99	£8.04
Sun	£7.69	£8.01	£8.27	£8.32

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EES for Schools, Education HR service

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