

Woolenwick Junior School

Policy on Staff Pay V3

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Appendix: School Staffing Structure

POLICY ON STAFF PAY

1 Introduction

- 1.1 The Governing Body has adopted the policy set out in this document to provide a clear framework for the management of pay and grading issues for all staff employed in the school.
- 1.2 The Governing Body recognises the requirement that all pay progression decisions for all teaching staff must be linked to annual appraisal of performance. The procedures set out in this policy seek to ensure that this is achieved in a fair, equitable and transparent way.
- 1.3 This policy has been agreed by the Resources Committee of the Governing Body following consultation with staff and the recognised trade unions. Any subsequent changes will also be subject to further consultation before amendment by the committee. The Resources Committee will have full authority to take decisions on behalf of the Governing Body on pay matters as defined in this policy.
- 1.4 The school staffing structure is attached as an appendix to this policy. Any subsequent changes to the staffing structure will be subject to consultation.

2 Aims of the policy

- 2.1 The Governing Body aims to use the school pay policy to:
 - Maintain and improve the quality of teaching and learning at the school;
 - Support the school improvement plan;
 - Underpin the school's Appraisal policy;
 - Ensure that all staff are valued and appropriately rewarded for their work and contribution to the school;
 - Ensure staff are well motivated, supported by positive recruitment and retention policies and staff development;
 - Demonstrate that decisions on pay are fair, just and transparent and recognise the principle of equal pay for like work and work of equal value;
 - Provide flexibility to recognise individual staff performance linked to pay decisions;
- 2.2 The Governing Body will also consider advice issued by the Department for Education, recognised trade unions and other national bodies as appropriate, along with relevant statutory legislation
- 2.3 Pay decisions at this school are made by the Head Teacher subject to approval by the Pay Committee who are appointed and approved by the Governing Body.

3 Job Roles and Responsibilities

- 3.1 All members of staff will be provided with a job description outlining the roles and responsibilities of the post. This will also include the pay range and any additional payments or allowances covered by this policy. The job description will state the reason for any additional allowances or payments and whether this is a permanent or temporary payment.
- 3.2 Any significant changes to duties and responsibilities of a post will be subject to discussion with the member of staff with a view to reaching agreement. Where there is a significant change in duties and responsibilities of a post a new job description will be issued.
- 3.3 Where the staffing structure of the school needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and the recognised trade unions before any changes are made and with a view to seeking to agree the changes before new job descriptions are issued.

4 Pay Assessment and Pay Review

4.1 Teaching staff

- 4.1.1 The Governing Body will ensure that every teacher's salary is reviewed on an annual basis with effect from 1 September, by no later than 31 October / 31 December (H/Ts)
- 4.1.2 The teacher's appraisal report will contain a recommendation on pay. The Headteacher will be responsible for submitting any recommendations for pay progression, in accordance with the relevant sections of this policy, to the GB appointed Pay Committee for approval.
- 4.1.3 All teachers will be entitled to receive an annual pay statement including details of any salary and financial benefits to which they are entitled, including any salary safeguarding arrangements that may apply.
- 4.1.4 A review may occur at other times where there has been a significant change affecting an individual teacher's pay. A revised written statement will be issued to the teacher in such circumstances, including any salary safeguarding arrangements that may apply.

5 Recruitment

5.1 Teaching Staff

- 5.1.1 The Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate.

5.1.2 Advertisements for vacant posts in the school will be considered by the Headteacher and the Pay Committee where appropriate. All posts will be advertised as appropriate.

5.1.3 The advertisement will include the relevant pay range for the post as determined by the Governing Body as appropriate for the post and as contained in the relevant section of this pay policy. The advertisement will specify the expected level of skills and experience for appropriate candidates relevant to the post. The advertisement will also include details of any additional payments or allowances applicable to the post. In cases of exceptional need, the above may be applied retrospectively.

5.1.4 Where the post is on a temporary basis, the advertisement will specify the reason for and duration of the post.

5.1.5 There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

5.2 Support Staff

The arrangements for advertising vacancies for support staff will mirror those for teaching staff. Advertisements will indicate the number of working hours and working weeks and will show the appropriate salary and grade.

6 Teaching Staff Pay

6.1 In this school all teaching staff are employed in accordance with the provisions of the School Teachers' Pay and Conditions Document. In reviewing pay ranges in the future the Governing Body will have regard to any changes contained within the School Teachers' Pay and Conditions Document. The following pay arrangements have been agreed by the Governing Body using the flexibilities contained within the School Teachers' Pay and Conditions Document.

For September 2014 all teaching staff will receive 1% (subject to confirmation) cost of living uplift. In future years Governors will decide whether or not to apply any cost of living uplift to all teachers' salary points. Teachers that are the subject of capability procedures will not receive the cost of living uplift.

6.2 Headteacher

6.2.1 The governing body will assign a seven point Individual School Range based on the school group size and any permanent additional relevant factors as determined within the framework of the School Teachers' Pay and Conditions document. These additional factors will relate to the school context and challenge, and the wider accountability of the head teacher, which may also include circumstances where:

- the school is a school causing concern;

- without such additional payment the governing body considers that the school would have substantial difficulty filling a vacant head teacher post;
- without such additional payment the governing body considers the school would have substantial difficulty retaining the existing head teacher;
- the head teacher has additional permanent responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

6.2.2 The Individual School Range will be established in 3 pay bands and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. Other than in exceptional circumstances, the Individual School Range will not exceed 25% of the maximum of the school group size.

6.2.3 In addition, the governing body may consider an additional payment to the head teacher in respect of temporary additional duties and responsibilities, e.g. where they are providing services to other schools as a consultant leader, school improvement partner, local or national leader of education etc. including where the head teacher is appointed as a temporary head teacher of one or more additional schools, not included as a permanent factor in the calculation of the ISR. The additional payment will be time limited and will not exceed 25% of the salary agreed under paragraph 6.2.1 or 25% of the maximum of the school group size, whichever is the lower.

6.2.4 In wholly exceptional circumstances the governing body may consider a payment in excess of 25%. In such circumstances the governing body will seek external independent advice.

6.2.5 The governing body may also award an additional payment, outside the restrictions of the above paragraphs, and which will not be included in the calculation of the ISR, in respect of:

- Residential duties as a requirement of the post (delete if not appropriate)
- Housing or relocation costs

6.2.6 The governing body will calculate the head teacher group size at the start of each academic year and determine the appropriate Individual School Range for the year. The governing body will determine the group size for the school in accordance with the provisions of the School Teachers' Pay and Conditions Document.

6.2.7 In setting the ISR the governing body will have regard to the indicative salary points for the leadership range contained within the relevant School Teacher's' Pay and Conditions Document.

6.2.8 On appointment the salary of the head teacher will be within the agreed according to the experience of the successful candidate, matched against the Governors' leadership skills level descriptors.

6.3 Other Leadership Posts

6.3.1 The governing body will determine a 5 point pay range for all other leadership posts from within the indicative pay points for the leadership scale contained in the School Teachers' Pay and Conditions Document.

6.3.2 The relevant leadership range will be established in 3 pay bands and will take account of the Governors' leadership skills level descriptors set out in the school's Appraisal Policy. The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts.

6.3.3 On appointment a teacher paid on the leadership scale will be appointed according to experience at any point below the maximum of the range matched against the Governors' leadership skills descriptors.

6.3.4 The pay range for teachers paid on the leadership spine will be reviewed (31 October each year) or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to consider a retention payment for a member of staff on the leadership spine.

6.3.5 Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review and the Governors' leadership skills level descriptors. The teacher will not move from Band 1 to Band 2, or from Band 2 to Band 3 on the relevant leadership pay range until all the elements of the Governors' leadership skills level descriptors for the post for either Band 2 or band 3 respectively have been met.

6.3.6 The governing body may award one increment for sustained high quality performance against the criteria set out in paragraph 6.3.6 above or two or more increments where performance has been exceptional against the criteria set out in paragraph 6.3.6.

6.3.7 Where performance has not been of a sustained high quality the governing body may decide that there should be no pay progression.

6.3.8 The governing body will ensure that the reasons for setting the pay range at a given level are recorded and that the process for the determination all leadership posts is fair and transparent.

6.4 Other Posts Paid above the Classroom Teacher Range: Leading Practitioners

6.4.1 The Governing Body may also establish other teaching posts paid above the Upper Pay Range. These posts will carry responsibility for modelling and leading the improvement of teaching skills across the school.

6.4.2 The pay range for these posts will be within the minimum and maximum of the range contained within the School Teachers' Pay and Conditions Document, and will be determined by the role and range of responsibility of each post, which may vary across the school.

6.5 Main Range and Upper Pay Range Teachers

6.5.1 The Governing Body will establish that the pay range for these posts will be within the minimum and maximum of the range contained within the School Teachers' Pay and Conditions Document.

6.5.2 The Governing Body has established a pay structure for these posts as follows:

Band 1 – Teacher

Point 1 - £21,804

Point 2 - £23,525

Point 3 - £25,420

Band 2 – Accomplished Teacher

Point 4 - £27,376

Point 5 - £29,533

Point 6 - £31,868

Band 3 – Expert Teacher (UPS)

Point 7 - £34,523

Point 8 - £35,802

Point 9 - £37,124

6.5.3 The Governing Body has agreed Professional Skills Descriptions for each range which are detailed in the school's Appraisal Policy.

Pay progression within bands

- 6.5.4 Pay progression within bands will be subject to sustained performance towards the next higher band, and meeting the relevant teacher standards and Professional Skills Level Descriptors for that band. Meeting appraisal objectives will not automatically mean that pay progression will be awarded. Where a teacher's performance does not demonstrate a sustained level and is below the school's expectations at that level of post, the governors may determine that no incremental progression will be awarded in that year.
- 6.5.5 A teacher reaching the top of Band 1 will automatically progress to the next band if they meet the criteria for the higher band and are recommended for progression by the appraiser. Progression to the upper pay range (Band 3) is detailed in section 6.5.13 of this policy
- 6.5.6 The Governing Body has determined that, other than in exceptional circumstances, a teacher would not move to Band 2 (Accomplished Teacher) unless they are able to demonstrate a minimum 2 years' teaching experience of working across different key stages, and including a period of a sustained level of performance at the higher level immediately prior to moving to Accomplished Teacher or to Band 3 (Expert Teacher) unless they are able to demonstrate 4 years' experience of working across different key stages, and including a period of a sustained level of performance at the higher level immediately prior to, moving to Expert Teacher.
- 6.5.7 Progression between bands will be based on the teacher demonstrating, through performance appraisal that they meet the Teacher Standards and Professional Skills Level Descriptors for the new band.
- 6.5.8 The Governing Body has determined that a teacher appointed to Band 1 (Teacher) would, other than in exceptional circumstances, be expected to have progressed to the Accomplished Teacher band within 2/3 years' of taking up their post. In circumstances where a teacher's performance is not at that level this will be addressed through the school's appraisal process and capability procedure if required.

Accelerated progression

- 6.5.9 A teacher may, as part of their annual appraisal meeting, request to be considered for accelerated pay progression either within the pay band or to the next pay band at the end of that review cycle. This will be subject to review of performance against the school's skills level descriptors and may require additional or more challenging objectives to be set for the appraisal period as set out in the school's appraisal policy.

Appointments

- 6.5.10 A newly appointed teacher may be appointed at any point in the band to take account of previous relevant experience as determined by the Headteacher.
- 6.5.11 The initial salary on appointment may be on a probationary basis and subject to performance. This may be reviewed after 6 months after which time the pay band and relevant pay point will be finalized. The revised salary/pay range will be no lower than the initial salary on appointment.
- 6.5.12 A teacher transferring roles internally within the school will continue to be paid the same salary on the main scale Bands 1 and 2) or the upper pay range (Band 3) as paid in the previous role.

Application to move onto the Upper Pay Range (Band 3 – Expert Teacher)

- 6.5.13 Any qualified teacher may apply to be paid on the upper pay range. It is the responsibility of the teacher to decide whether or not they wish to apply.
- 6.5.14 The Governing Body will consider applications from a teacher for progression at the start of the autumn term. A teacher may submit one application in any academic year.
- 6.5.15 For an application to be successful the teacher will need to demonstrate that they meet all the teacher standards and the professional skills level descriptors agreed by the Governing Body for teachers on the upper pay range (Band 3 – Expert Teacher). The teacher will also need to demonstrate that they have been working at that level for a significant period of at least 1 term prior to the submission of the application.
- 6.5.16 As defined in the School Teachers' Pay and Conditions Document, a teacher being considered for a move onto the upper pay range (Expert Teacher – Band 3) must therefore be able to demonstrate:
- substantial and sustained achievement of objectives, appropriate skills and competence in all elements of the Teachers' Standards; and
 - potential and commitment to undertake professional duties which make a wider contribution (which involves working with adults) beyond their own classroom.

as exemplified by the school's professional skills level descriptors.

6.5.17 An application for progression to the upper pay range (Band 3 – Accomplished Teacher) will be assessed by the Headteacher and a decision notified to the teacher in writing within 20 working days.

6.5.18 If unsuccessful the teacher will be provided with feedback by the Headteacher.

6.5.19 Any appeal against the decision, which should be submitted within 10 working days, will be considered in line with the school's pay appeals procedure.

6.6 Overseas Trained Teachers

Teachers who trained and qualified in the European Economic Area (EEA) and Australia, Canada, New Zealand and the United States of America must apply to the Teaching Agency for the award of QTS. Once QTS has been awarded payment will be made on the ranges applicable to qualified teachers.

6.6.2 Non-EEA trained teachers (with the exception of Australia, Canada, New Zealand and the United States of America), will be paid on the Unqualified Teachers' pay scale (see 6.9 below).

6.7 Unqualified Teachers

6.7.1 The Governing Body will appoint unqualified teachers to a salary within the range set out in the School Teachers' Pay and Conditions Document.

6.7.2 The Governing Body has established that this should be a 6 point scale as follows:

Point 1 - £15,817

Point 2 - £17,657

Point 3 - £19,497

Point 4 - £21,336

Point 5 - £23,177

Point 6 - £25,016

6.7.3 A newly appointed unqualified teacher may be appointed at any point in the band as determined by the Headteacher. The initial salary on appointment may be on a probationary basis and subject to performance. This may be reviewed after 6 months, after which time the pay band and relevant pay point will be finalised. The revised salary / pay range will be no lower than the initial salary on appointment.

6.7.4 Progression within the range will be subject to a review of the teacher's performance set against the annual appraisal review and the appropriate Teacher Standards. The Governing Body may decide to award one increment for sustained high quality performance or more increments

where performance has been exceptional. Where performance has not been of a sustained high quality the Governing Body made decide that there should be no pay progression. In such circumstances where a teacher's performance is not at the required level this will be addressed through the school's appraisal and possibly capability procedure.

6.7.5 The pay review will be completed by 31 October each year.

7 Supply Teachers

- 7.1 Teachers employed on a supply basis will have their pay determined in line with the arrangements outlined in this policy for other teachers. Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by 195.
- 7.2 Teachers who work less than a full day will be hourly paid and will have their salary calculated by dividing the annual salary by 1265 to give an hourly rate.

8 Part time teacher

- 8.1 The Governing Body will ensure that part time teachers' pay and working time will be dealt with in accordance with the School Teachers' Pay and Conditions Document. Pay scales and pay progression will be as detailed earlier in this policy.
- 8.2 Part time teachers will be entitled to be paid for their contractual hours pro rata to a full time teacher and will also be entitled to PPA time, other non contact time and directed time allocated on a pro rata basis.

9 Allowances

9.1 Teaching and Learning Responsibility Payments (TLRs)

- 9.1.1 TLR payments will be awarded to the holders of the posts indicated in the school's staffing structure.
- 9.1.2 TLR payments will be awarded to a teacher on the main range or upper pay range where a teacher is required to undertake a sustained additional responsibility within the school's staffing structure for ensuring the continued delivery of high quality teaching and learning for which they are accountable.

i.e. where a post:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgment;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;

- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of others.

9.1.3 The Governing Body will award TLR payments within the range prescribed in the School Teachers' Pay and Conditions Document.

9.1.4 A teacher will not be awarded more than one TLR of any value

9.1.5 A TLR payment will not be awarded in respect of teaching duties more appropriately recognised under section 9.2 of this policy in respect of Special Educational Needs.

9.1.6 The Governing Body may award a fixed-term third TLR (TLR3) to a classroom teacher for clearly time-limited school improvements, or one-off externally driven responsibilities. The annual value of a TLR3 must be no less than £500 and no greater than £2,500. The duration of the fixed term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed term. Where a TLR3 is awarded to a part-time teacher it must be paid on a pro-rata basis.

9.1.7 There will be no safeguarding of any fixed term TLR payments.

9.2 Special Educational Needs (SEN)

9.2.1 The Governing Body will award a Special Educational Needs Allowance to a classroom teacher in the following circumstances:

- in any SEN post that requires a mandatory SEN Qualification;
- who teaches pupils in one or more designated special classes or units in the school;
- in any non designated setting (including any pupil referral unit) 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;
 - (ii) requires the exercise of a teacher's professional skills and judgment in the teaching of children with special educational needs;
 - (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.

9.2.2 The Governing Body will determine a spot value for each post, taking account of the structure for SEN provision in the school and:

- whether any mandatory qualifications are required for the post;
- the qualifications and expertise of the teacher relevant to the post; and
- the relative demands of the post.

9.2.3 The value of any SEN allowance in the school will be within the range prescribed in the School Teachers' Pay and Conditions Document (£2,001 - £3,954).

9.3 Acting Allowances

9.3.1 Teachers who cover all of the duties associated with a post of a higher grade or allowance than their own for a period of at least 4 weeks will be considered for payment of an acting allowance. This will normally be the difference between the teacher's substantive salary and the appropriate point on the pay range of the higher level post, and will cover the whole period of acting up during which the teacher will be expected to undertake the full range of duties and responsibilities of the post.

9.4 Recruitment and Retention

9.4.1 The Governing Body may, on the advice of the Headteacher, consider the award of a recruitment and retention payment where there is clearly demonstrated evidence that such a payment is:

- required to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
- required to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill;
- to recognise a teacher's performance which exceeds the school's expectations and which is not recognised through accelerated salary progression in other sections in this policy.

9.4.2 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the school structure and known staffing changes in the future.

9.4.3 The duration of the payment will be determined according to the circumstances of the payment but will be subject to annual review which may extend the period if appropriate.

9.4.4 Normally a recruitment or retention payment will be financial, but where appropriate, governors may consider other benefits e.g. relocation, expenses, health care, sports membership, childcare provision etc.

9.5 Out of School Learning Activities

9.5.1 Additional payments will be made to staff who engage in activities to deliver Extended Services which are outside the school's core activities. Such services will have been approved for payment by the Governing Body in advance.

9.5.2 The rate of payment will be determined according to circumstances, but will usually be at the teacher's normal hourly rate.

9.7 Continuing Professional Development

The Governing Body, advised by the Headteacher, may consider in advance awarding additional payments to teachers in respect of continuing professional development undertaken outside of the school day. The Governing Body will consider each case on an individual basis. Where approved additional payments will be calculated based on the teacher's normal hourly rate.

10 Support Staff Pay

10.1 Conditions of service

Support Staff in Hertfordshire schools are employed under the (NJC) for Local Government Services Terms and Conditions, commonly known as the 'Green Book'. Each new employee will receive a written statement of particulars (a contract of employment for support staff part 1 and part 2).

10.2 Pay Scales

Pay scales are structured around locally agreed grades using nationally agreed salary points, known as spinal column points (SCP). These SCPs are determined nationally through negotiation between the Employers' Organisation and the Trade Unions. HCC has grouped these spinal column points into locally agreed 'H' and 'M' grades to construct the grading structure. There are between 3 and 5 spinal column points in each grade. These enable employees to move through the grade as they develop in the role. The current pay scales can be found on the Grid.

10.3 Job Descriptions and Starting Salaries

In determining the pay of support staff, account will be taken of relevant model job descriptions available on the Grid along with guidance on job evaluation and grades of Hertfordshire County Council (HCC). The Governing Body is legally entitled to devise and grade its own posts and may do so in circumstances

when there is no appropriate HCC job description. Such decisions will be made by the Headteacher after consulting the Chair of the relevant committee.

10.5 Acting up allowances

When a position is available for a short term due to a reason other than annual leave, e.g. to cover for maternity, long term sickness or a vacant post, a temporary acting up arrangement can be considered. Consideration must be made of the following two conditions:

- The arrangement is to cover the post for a minimum of 4 weeks
- The acting up arrangement covers the full duties and responsibilities of the post.

If both of the conditions are met, then any person accepting the acting up arrangement will be paid the evaluated grade for the post from the date they start.

10.6 Honoraria payments

Honoraria payments may be made in order to recognise an employee either taking on some additional duties of a higher graded post or to reward exceptional or onerous work at the same grade. Honoraria should only be used if additional work is for a specified period, over 4 weeks and under 6 months. If work is for over 6 months, managers should consider making appropriate adjustments to salary.

11 Safeguarding

The Governing Body will apply the salary safeguarding provisions of the School Teachers' Pay and Conditions Document.

12 Appeals

12.1 Appeals for Teachers

In matters relating to pay the teacher has one and only one opportunity to appeal.

The arrangements for considering appeals for teachers are as follows:

A teacher may appeal against any determination in relation to his/her pay or any other decision taken by the Governing Body that affects his/her pay.

At any stage of the appeal, a teacher may be accompanied by and represented by a work colleague or trade union or professional association representative and no one else.

The following list which is not exhaustive includes the usual reasons for appealing against a pay determination.

That the person or committee by whom the decision was made:

- a. incorrectly applied any provision of the School Teachers' Pay and Conditions Document;
- b. failed to have proper regard for statutory guidance;
- c. failed to take proper account of relevant evidence;
- d. took account of irrelevant or inaccurate evidence;
- e. was biased; or
- f. otherwise unlawfully discriminated against the teacher.

12.2 Appeals for support staff

The arrangements for considering appeals by support staff against pay decisions will be the same as those for teachers excluding references to the School Teachers' Pay and Conditions Document.

12.3 The order of proceedings

The order of proceedings for hearing appeals, which meet the requirements of the dispute resolution provisions, is as follows:

- The teacher receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
- If the teacher is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher within ten working days of the decision.
- Where this is not possible or where the teacher continues to be dissatisfied, he/she may follow a formal appeal process.
- The teacher should set down in writing the grounds for questioning the pay decision (which must relate to the grounds as set out above) and send it to the person or committee who made the determination, within ten working days of the notification of the decision being appealed against or of the outcome of the discussion referred to above.
- Any appeal should be heard by a panel of three governors who were not involved in the determination, normally within 20 working days of the receipt of the written appeal notification. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel will be

given in writing and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision.

13 Monitoring the Impact of the Policy

The Governing Body will monitor the outcomes and impact of this policy on a regular basis (yearly), including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation

Appendix : School Staffing Structure below –

Review of Leadership Structure (including appraisal) – September 16

<p style="text-align: center;"><u>Headteacher</u> Appraisal (7)</p> <ul style="list-style-type: none">• Deputy Headteacher• Assistant Headteacher• Assistant Headteacher

Assistant Headteacher
Appraisal (6)

- InCo
- FLW
- SMSA
- Teacher -1:1
- Teacher:
- TA

Deputy Headteacher
Appraisal (5)

- Teacher
- Teacher
- NQT
- NQT
- BLAST Club Manager

Assistant Headteacher
Appraisal (5)

- Teacher
- HLTA
- HLTA
- HLTA
- TA

Office Manager
Appraisal (2)

- Office Admin

INCO
Appraisal (6)

- TA
- TA
- TA
- TA
- TA
- Work experience

BLAST Club Manager
Appraisal (4)

- Deputy Play worker
- Deputy Play worker
- Play worker
- Play worker

Site Manager
Appraisal (3)

- Cleaner
 - Cleaner
- Manages 3 cleaners and carries out appraisal on 2 supported by MC

FLW

Mentor social worker student

SMSA
Appraisal (4)

- MSA
- MSa
- MSA
- MSA