

THE THINKING SCHOOLS FEDERATION

Whole School Pay Policy 2023/24

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THINKING
SCHOOLS
FEDERATION



The Governing Board adopted this policy on as consulted by London Borough of Redbridge to relevant Trade Unions both Regional and Local. This policy will be reviewed in line with any change to the STPCD.

Adopted/Reviewed: November 2023

Next Review Date: November 2024

Review Frequency: Annually

Reviewed By: Resources Committee & Governing Body

Chair of Governors/Governing Body

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DATE: _____

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8. Introduction

The School Teachers' Pay and Conditions Document (STPCD), hereinafter ("The Document") requires schools which still adopt the Document to have a Pay Policy which sets out the basis on which teachers' pay is determined; the date by which their annual pay review will be completed and the procedures for determining appeals.

Maintained schools and local authorities must stay within the legal framework set out in the Document and in other relevant legislation that affects all employers (for example, legislation on equality, employment protection and data protection). All procedures for determining pay should be consistent with the principles of public life which include objectivity, openness and accountability.

8.1 Policy and purpose

The overall aim of the Pay Policy is to ensure that all teaching and support staff are valued and receive recognition for their work and contribution to school life. It has been developed to comply with current legislation and the requirements of the Document and has been consulted on with School Governors, Headteachers and staff and/ or the recognised trade unions.

This Pay Policy complies with:

- The Employment Rights Act 1996,
- The Employment Relations Act 1999,
- The Employment Act 2002,
- The Equality Act 2010,
- The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000,
- The Employment Act 2002 (Dispute Resolution) Regulations,
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002,
- The Employment Equality (Age) Regulations 2006 (sections 6 and 8).

The purpose of the policy is to:

- a) Enable the Governing Board to manage the remuneration of staff in a non-discriminatory, responsible and transparent way, which complies with current employment law and school policy on the fair and equal treatment of employees and the principles of public life, namely objectivity, openness and accountability.
- b) Maintain and improve the quality of education provided for pupils in the school.
- c) Provide for a staffing structure that will enable the school to achieve its aims and objectives under its School Improvement Plan.
- d) Support the equitable and objective determination of appropriate pay for staff under the school's appraisal policy.

In adhering to this policy, the Governing Board aims to:

- a) Provide for both pupils and staff an environment in which all people are valued. The Governing Board will seek to ensure fairness and equity for all staff and to fulfil its statutory and other responsibilities as a good employer
- b) Ensure that all staff receive proper recognition for their work and are properly rewarded for their contributions to school life, including support and encouragement to continue doing so
- c) Balance the competing demands made on the limited budget so that the school's needs are addressed as effectively as possible
- d) Apply the performance management processes to support teachers' professional development. Performance management objectives will be set in accordance with that intention
- e) Avoid direct or indirect discrimination in particular on the grounds of age, disability, gender, marital status, sexual orientation, race, colour, religion, nationality, ethnic or racial origins
- f) Consult, as appropriate, with representatives of recognised trade unions and staff within the school in the event of any change or review of the staffing structures attached as an addendum to this policy
- g) Use the nationally agreed pay ranges, together with the discretions available to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay
- h) Ensure that pay arrangements are transparent and communicated to staff
- i) Set clear procedures within which pay decisions are made so that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales
- j) Ensure that all decisions on pay are made with due regard to the Appraisal and Capability Procedures.

1.2 The Pay Committee: Terms of Reference

The Governing Board will annually appoint, from its members, a Pay Committee with the delegated powers described in the following terms of reference.

The Pay Committee will consist of three governors who are not members of staff at the school, and the Headteacher in an advisory capacity.

The committee will determine the pay and allowances of teachers and support staff employed at the school in accordance with the terms of the Document and the School's scheme for non-teaching employees, including the effective dates for such payments, having regard to:

- (i) the levels of pay and allowances in place already
- (ii) the published Pay Policy of the Governing Board
- (iii) the staffing structure approved by that board
- (iv) the School Development Plan
- (v) the recommendations of the Headteacher

The Pay Committee will have fully delegated powers to:

- (a) Implement the Pay Policy with reference to staffing and financial budget plans. If appropriate, any matter may be passed to the full Governing Board for ratification.
- (b) Achieve the aims of the Pay Policy in a fair and equitable manner within statutory and contractual obligations
- (c) Apply the criteria of the Pay Policy in determining the pay of each member of staff in the annual review
- (d) Recommend to the Governing Board the annual budget for the payment of staff.

The Committee shall be required to:

- a) Minute all decisions taken and submit their minutes to be noted by the full Governing Board
- b) Keep abreast of relevant documents and advise the Governing Board when the Pay Policy needs to be revised.

Some pay decisions may be delegated to the Headteacher. Such decisions will be formally recorded in the minutes.

1.3 Equal Opportunities

The Governing Board seeks to provide equal employment opportunities for all staff. It will comply with all relevant employment and equalities legislation and regulations at all times.

An Equality Impact Assessment (EIA) may be undertaken to ensure that the application of the policy does not disadvantage any particular group with a protected characteristic(s) as defined by the Equality Act 2010.

All vacant posts, including temporary and acting posts, will be displayed on the staff notice board and by other internal means so that staff will have an opportunity to apply for posts relevant to their training and experience.

1.4 Contracts of Employment

Contracts or letters of appointment will be provided for all staff. The written statement of particulars will state the grade and salary of the post and other financial entitlements of the post holder.

2 Determining Salary for New Appointments

2.1 Teachers (All Teachers Other than Leadership Group)

The school will determine the pay range for a vacancy prior to advertising.

In determining the salary range for a vacant post within the overall minimum and maximum limits provided for within the Document, the school may take into account a range of factors, including, but not limited to:

- The nature of the post
- The level of qualifications, knowledge, skills and experience required
- The wider school context at the time of the application.

In determining the specific starting salary for a successful applicant, the school will take into account the applicant's relevant career history, previous salary, skills and qualifications based on the evidence collected through the selection process, including references.

The school may, at its discretion, recognise a teacher's upper pay range status, as awarded by another school, without requiring the teacher to reapply separately through the school's procedure. This is provided there is scope within the established pay range for the post to award a starting salary on the upper pay range and on the condition that there is sufficient evidence collected through the selection process that the teacher meets the relevant criteria (see section 4).

Teachers without QTS or QTLS will be placed on the pay range for unqualified teachers.

In determining the salary range for a post in which the primary purpose is modelling and leading improvement of teaching skills ('leading practitioners'), an individual post range within the overall pay range for leading practitioners will be determined, having regard to the challenge and demands of the post as well as internal pay relativities.

Additional allowances may be awarded to new appointments where the school deems this to be appropriate (see section 6). Specifically, where market conditions are deemed to be a factor, a recruitment allowance may be awarded if the criteria in section 6 have been met.

2.2 Leadership Group

The salary range for all staff paid on the leadership pay range will be determined by reference to the provisions of the Document and will include consideration of any broader responsibilities that attach to the role.

Headteacher

The Governing Board (or Selection Panel or Pay Committee, as appropriate) 'will determine a pay range for the Headteacher by reference to the school's group size and taking into account all permanent responsibilities of the role, any specific challenges and all other relevant considerations, ensuring that there is appropriate scope in the range to allow for performance related progression over time.

The Governing Board (or Selection Panel or Pay Committee, as appropriate) will only re-determine the Headteacher's pay range in the circumstances specified in the Document.

The Pay Committee may determine that additional payments be made to a Headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined and which have not previously been taken into account. Any such payments will be subject to the overall restrictions on Headteacher's pay set out within the Document.

Pay ranges for Headteachers should not normally exceed the maximum of the Headteacher group. However, the Headteacher's pay range (where determined on or after 1 September 2014) may exceed the maximum where the relevant Board determines that circumstances specific to the role or candidate warrant a higher than normal payment.

Deputy Headteacher and Assistant Headteacher

The salary range for a Deputy Headteacher and Assistant Headteacher shall be determined by reference to the Document, taking into account how the role fits within the wider leadership structure of the school, all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations.

The maximum of the pay range will not exceed the maximum of the Headteacher group for the school.

The Governing Board (or Selection Panel or Pay Committee, as appropriate) will only re-determine the pay range of a Deputy or Assistant Headteacher in the circumstances specified in the Document.

Certain additional allowances may be awarded to Deputy and Assistant Headteachers where the Governing Board deems this to be appropriate (see section 6).

The maximum of the deputy or Assistant Headteacher's pay range must not exceed the maximum of the Headteacher group for the school, calculated in accordance with the Document. The pay range for a Deputy or Assistant Headteacher should only overlap the Headteacher's pay range in exceptional circumstances.

2.3 Leading Practitioners

Leading Practitioners are qualified teachers employed to model and lead the improvement of teaching skills across the school. Additional duties will be set out in the Job Description of the Leading Practitioner and will include:

- a) A leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement
- b) The improvement of teaching within school (and the wider school community) which impact significantly on pupil progress
- c) Improving the effectiveness of staff and colleagues, particularly in relation to specific areas such as (insert) – not application at present.

The individual post range for Leading Practitioners will be determined for each post within the minimum and maximum of the pay range as set out in the tables in Appendix 1, taking into account its challenges and demands and internal pay relativities. If a school creates more than one Leading Practitioner post, the ranges will be determined separately for each post and need not be identical. Salaries will be for specific posts and will not be portable between different schools or different posts within the same school.

2.4 Support Staff

The appointment of support staff shall be in accordance with provisions set out in the School Staffing (England) Regulations 2009 (as amended).

The salary gradings for posts shall be based on the Job Description prepared by the Headteacher or other appropriate person and have regard to the terms and grading applicable for similar roles or work throughout London Borough of Redbridge (LBR) and to any model frameworks for the pay and grading of support staff produced by LBR.

For new support staff on LBR grades, appointment will normally be made on the minimum of the salary range for the relevant grade. However, the appointment can be made on a salary above the minimum of the range where the school wishes to recognise particular experience and/or qualifications appropriate to the post, the current salary of the appointee where it exceeds the minimum of the range, or any particular recruitment difficulties. In determining the specific starting salary for a successful applicant, the school will base its decision on the evidence collected through the selection process, including references.

3. Teacher's pay reviews and progression

All teachers employed at [Highlands Primary School](#) and [Uphall Primary School](#) are paid in accordance with the current provisions of the Document (as applied by both schools). A copy of the latest version may be found on-line at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>

3.1 All Teachers

All teaching staff, including those on the leadership scale, will be provided with a salary statement to take effect from 1 September each year. This statement will contain details of the annual salary plus any allowances or safeguarded sums due to the teacher. This will be provided after pay decisions have been ratified by the Pay Committee.

All eligible teaching staff will have their pay reviewed annually. The Pay (Resources) Committee will complete annual pay reviews for all eligible teachers, other than the Headteacher, by 31st October. The Headteacher's annual pay review will be completed by 31st December. Where circumstances cause a delay to pay reviews, these will be completed as soon as reasonably possible after the deadline.

Reviews may also take place at other times of the year to reflect any changes in circumstances or job description which may lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review including, where applicable, the basis on which it was made.

All teachers can expect to receive regular, constructive feedback on their performance and are subject to an annual appraisal that recognises their strengths, informs plans for their future development and helps to enhance their professional practice. All teachers are expected to engage fully with this process. The current arrangements for teacher appraisal are set out in the school's Appraisal and Capability Policy (Teachers) which should be read in conjunction with this policy.

To be eligible for consideration of performance-related pay progression, teachers must normally have been in post at the school for at least 26 weeks in aggregate during the previous academic year (including periods of absence for school closures, sickness, maternity or family-related leave). Newly-appointed teachers who have not been in post for 26 weeks as of 1st September will not be eligible for performance-related pay progression with effect from 1st September in that year unless their offer letter states otherwise.

All decisions regarding pay progression will be made with reference to teachers' appraisal reports and the pay recommendations contained within them. Annual pay progression within the range for all teaching posts is not automatic and will be subject to Performance Related Pay. A teacher's pay progression must be linked directly to the outcomes of the teacher's appraisal process. Teacher absence, whether it's maternity leave, long term sick leave or disability leave should not be used as a specific criterion for determining a teacher's eligibility to pay progression. The inclusion of such a factor could be discriminatory.

Teachers' appraisal reports will contain pay recommendations. This information will not be shared by the appraiser with the appraisee but will be shared prior to the recommendations being given by the Headteacher to the Pay Committee. This is to allow informal resolution in the case that the recommendation is being queried by the appraisee.

Final decisions about whether or not to accept a pay recommendation will be made by the Pay Committee, having regard to the appraisal report and considering advice from the senior leadership team. The Governing Board will ensure that appropriate funding is allocated within the school's budget for pay progression at all levels.

The Governing Board's general policy is that any teacher who is at risk of not meeting the criteria for pay progression will receive prior warning of this during in-year reviews and given adequate opportunity to address concerns with appropriate support before the end of the appraisal year.

The Pay Committee will establish a pay structure with posts paid in accordance with the Document (M1 to M6, UPR 1 to UPR 3 and Unqualified 1 to 6), the minimum and maximum points for such posts as determined by the Document. The pay structure is as outlined in Appendix 1.

The Governing Board will have due regard to the need for confidentiality when considering any pay information relating to individual members of staff. It will be for the Headteacher to ensure that appropriate arrangements are in place to safeguard such confidential information.

The Headteacher will be responsible for notifying the school's payroll provider of the outcome of all decisions regarding pay progression.

3.2 Part-time Teachers

Teachers employed on an ongoing basis but who work less than a full working day or week are deemed to be part-time. On appointment, the Governing Board will give them a written statement detailing their working time obligations and the mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements. Parttime teachers' entitlement to PPA time is pro-rata to full-time teachers.

Part-time teacher salaries will be assessed in accordance with the Document, as a proportion of the total number of hours in the school's timetabled teaching week.

3.3 Short Notice/Supply Teachers

Teachers employed 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 paid on a daily basis will have their salary assessed as an annual amount, divided by 195 and multiplied by the number of days worked.

Teachers who work less than a full day will be hourly paid and the school will determine the basis for that rate, dependent upon the number of hours within a session.

3.4 Instructors and Overseas Trained Teachers

The school will determine the salary point for instructors and overseas-trained teachers on the unqualified teacher scale. They may take account of any relevant qualifications and experience. It should be noted that from April 2012, teachers who were qualified in Australia, New Zealand, USA and Canada can convert this to QTS without the need for induction and should be treated for this purpose as a qualified teacher if the qualification is recognised by the Department for Education

3.5 Early Career Teachers (ECTs)

In the case of ECTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.

Eligible ECTs will automatically be awarded pay progression at the end of the first year of their induction period, unless there are serious concerns regarding performance. An application will not be necessary.

However, annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the ECT's performance with reference to the statutory induction process including the outcome of the formal assessments.

4. Application to the Upper Pay Range (UPR)

4.1 Applications and Evidence

Any qualified teacher on the main pay range may apply to be paid on the Upper Pay Range and any such application must be assessed in line with this policy. Applications would ordinarily be from those who have reached MPR point 6. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range, and in deciding this they need to submit an application with supporting evidence. It should be noted that the Upper Pay Scale is not an incremental scale and there is no automatic right to pay progression.

Applications, which can only be made once a year, must be made in writing to the Headteacher. The deadline for applications and, where appropriate, evidence to support the application must be provided no later than 30th April or 30th September of the relevant year. Late applications will only be considered in exceptional circumstances.

All applications should include the results of reviews or appraisals under the 2012 regulations, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria). They should also contain evidence from at least the last two academic years, or in the case of a break in service, the years either side of the break.

If approved, the move to the Upper Pay Range will take effect from:

- [if closing date on or before 30th April], the following 1st September; or
- [if closing date after 1st September] the preceding 1st September.

If a teacher is simultaneously employed at another school(s), they must submit a separate application if they wish to apply to be paid on the Upper Pay Range in both schools. This school will not be bound by any pay decision made elsewhere.

4.2 The Assessment

The application will be assessed by the Headteacher against the guidelines and will include a review against the relevant career stage expectations, national standards of progress and the wider contribution to the work of the school. Each recommendation made by the Headteacher to the Pay Committee will be supported by management case.

For the purposes of this pay policy:

- 'highly competent' in all elements of the Teachers' Standards means that the teacher's practice is secure, well-informed and consistently good or outstanding and that the teacher is able to

contribute to the professional development of others through coaching and mentoring, demonstrating effective practice, providing advice and feedback.

- 'substantial' means of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning; and
- 'sustained' means that the above standard will be maintained continuously over a period of time; this will typically require the assessor to be assured that the teacher has had at least two consecutive appraisal reports demonstrating the required standard has been met.

Applications will be successful where the Pay Committee is satisfied that:

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

The assessment will be made and applicants informed of the decision by 31st October.

If successful, applicants will move to the Upper Pay Range from the preceding 1st September. All successful applicants will be placed on the first point of the upper pay range.

4.3 Feedback

If unsuccessful, feedback will be provided by the Headteacher, orally within 5 days of the decision and confirmed in writing within 10 days of the decision being made and in any event before 31st October. This will include a rationale of the reasons why they have not been successful.

Feedback for unsuccessful teachers will have a developmental focus, stating specifically which criteria were met and which were not met and confirming the right to appeal.

Any appeal against a decision not to move the teacher to the Upper Pay Range will be heard in accordance with the Governing Board's Appeals' Procedure (see section 8).

5. Leadership range

5.1 Headteacher

The Governing Board will first determine the Headteacher group of the school by reference to the formula set out in the Document.

Where the Headteacher is appointed to be permanently responsible and accountable for more than one school, the Governing Board will base the determination of the Headteacher group on the total number of pupil units across all schools, which will give a group size for the federation in accordance with the Document.

Where the Headteacher is appointed as temporary Headteacher/Executive Headteacher of more than one school, in addition to their substantive post remuneration will take the form of a temporary payment (see section 6).

Where the arrangement for the Headteacher and or other teachers, is temporary, any adjustment to their pay is also temporary, and safeguarding provisions will not apply when the arrangements cease. There is an expectation that temporary arrangements will be time limited and subject to regular review. The maximum duration should be no longer than two years.

5.1.1 Headteacher's performance

At the beginning of each academic year, the Governing Board will appoint two or three governors who will agree performance objectives with the Headteacher. The governors will appoint an external

adviser to provide independent advice. The performance objectives will reflect priorities identified in the School Improvement Plan.

The performance review will be conducted in accordance with the Appraisal and Capability Policy (Teachers) or the Appraisal Policy and Procedure (Non-Teachers), as appropriate.

The Headteacher must demonstrate sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school and will be subject to an appraisal against appraisal objectives agreed by the Governing Board's Panel of appointed Governors. They are required to seek advice on performance from an external adviser before making any decision on any pay award. The criteria for Leadership Group progression will be taken fully into account.

The Governing Board will determine how pay progression will be determined, subject to the following:

- a) The decision whether or not to award pay progression must be related to the individual's performance, as assessed through the appraisal arrangements in accordance with the 2012 regulations
- b) A recommendation on pay must be made in writing as part of the individual's appraisal report and, in making their decision, the Panel must have regard to this recommendation
- c) Where the individual is not subject to the 2012 regulations, in order to reach a decision whether or not to award pay progression, the Panel must seek to agree objectives with the individual relating to leadership and management and pupil progress and, in the absence of such agreement, must set such objectives, and must appraise the performance of the individual taking account of those objectives
- d) Pay decisions must be clearly attributable to the performance of the individual
- e) Sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the 2012 regulations or the objectives agreed or set under I (as the case may be) should give the individual an expectation of progression up the pay range.

Any progression will normally be by one point, but the Panel may consider movement by two points where exceptional performance warrants it, where supported by the external adviser.

5.2 Deputy and Assistant Headteachers

The Pay Committee will determine a Deputy Headteacher or Assistant Headteacher's pay range in accordance with the Document and will also take account of any other permanent payments made to staff within the school to ensure that appropriate differentials are created and maintained between posts of differing responsibility and accountability.

The Pay Committee delegates to the Headteacher the agreement of performance objectives for pay purposes for the Deputy Headteacher and Assistant Headteacher. Objectives will be agreed and reported to the Pay Committee as early as possible in the autumn term. The Deputy or Assistant Headteacher may agree objectives directly with the Pay Committee where an agreement between the Headteacher and Deputy Headteacher or Assistant Headteacher is not achieved.

The Headteacher has a duty to set performance objectives in default of agreement. This power will only be exercised as a last resort after the appeal procedure has been exhausted. The general appeals procedure will apply. The Deputy/Assistant Headteacher is entitled to submit a written statement, commenting on any objectives set, which will be taken into account at the time of the review.

The Headteacher will review the performance of the Deputy Headteacher and Assistant Headteacher against the performance objectives and the Pay Committee will award up to two points where objectives are met.

5.2.1 Deputy and Assistant Headteachers' performance

Deputy and Assistant Headteachers must demonstrate sustained high quality of performance in respect of school leadership and management and pupil progress and will be subject to the appraisal process which will include review of their objectives, pupil progress measures compared with national and meeting all of the relevant standards as set out in the documents.

The criteria for Leadership Group progression will be taken fully into account. The Pay Committee will determine how pay progression will be determined, subject to the following:

- a) The decision whether or not to award pay progression must be related to the individual's performance, as assessed through the appraisal arrangements in accordance with the 2012 regulations
- b) A recommendation on pay must be made in writing as part of the individual's appraisal report and, in making their decision, the Pay Committee must have regard to this recommendation
- c) Where the individual is not subject to the 2012 regulations, in order to reach a decision whether or not to award pay progression, the Pay Committee must seek to agree objectives with the individual relating to school leadership and management and pupil progress and, in the absence of such agreement, must set such objectives and must appraise the performance of the individual taking account of those objectives
- d) Pay decisions must be clearly attributable to the performance of the individual
- e) Sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the 2012 regulations or the objectives agreed or set under I (as the case may be) should give the individual an expectation of progression up the pay range.

Any progression will normally be by one point, but the Pay Committee may consider movement by two points where exceptional performance warrants additional points. Exceptional performance must be verified by the Headteacher and confirmed by the Pay Committee.

5.3 Leading Practitioners

Leading Practitioners must demonstrate sustained high quality of performance in the light of their agreed performance criteria and will be subject to a review of performance before any performance points will be awarded. Work of a Leading Practitioner should include additional duties relevant to their role in modelling and leading improvement in teaching skills. Any work undertaken at other schools, in higher education facilities, at facilities of the LA and elsewhere will be taken into account.

Any progression will normally be by one point, this is for an outstanding practitioner, but the Pay Committee may consider movement by two points where exceptional performance has been verified by the appraiser and confirmed by the Pay Committee.

6. Allowances and other payments

6.1 Teaching and Learning Responsibility Payments (TLRs)

TLRs 1 and 2

A Teaching and Learning Responsibility payment ("TLR") may be awarded to a classroom teacher for undertaking 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 made accountable. The award may be made while the teacher remains in the substantive post or occupies another post in the temporary absence of the post-holder.

In addition, before awarding a TLR, the Governing Board must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that it:

- Is focused on teaching and learning
- Requires the exercise of a teacher's professional skills and judgement
- 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 other staff.

A teacher may not hold both a TLR1 and a TLR2, but a TLR could be based on a Job Description that itemises several different areas of significant responsibility.

TLRs are awarded where the Pay Committee is satisfied that the additional responsibilities are significant and meet the criteria specified in the Document. For the award of a TLR1, the post-holder must also have line management responsibility for a significant number of people.

In setting the values of TLR1s and TLR2s the Governing Board will have regard to the relative weight of different TLR posts, taking into account the range of responsibilities entailed, the level of accountability, the number of people for whom the individual has line management responsibilities and any other factors the Governing Board deems to be relevant. Where posts are deemed to be of equal weight, they will be allocated the same value. TLRs may not be awarded to leadership group post-holders or unqualified teachers.

The annual values of a TLR1 and a TLR2 for the academic year 2022/23 are specified in the tables in Appendix 1.

TLR3s

The Governing Board may award a fixed-term TLR (a TLR3) to a classroom teacher who has been given a time-limited school improvement project or one-off externally-driven responsibilities or where teachers are undertaking tutoring work outside of normal directed hours but during the school day, to provide catch-up support on learning lost to the Covid-19 pandemic.

To award a TLR3, the Governing Board must be satisfied that the significant responsibility is one not required of all classroom teachers and which is focussed on teaching and learning, requires the exercise of a teacher's professional skills and judgement and has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils.

The duration of the fixed term will be established at the outset and payment will be made monthly during this period. Pay safeguarding will not apply at the end of the fixed period. As for other TLRs, TLR3s may not be awarded to leadership group post-holders or unqualified teachers.

Although a teacher cannot hold a TLR 1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or TLR2 may also hold a concurrent TLR3.

The annual value of a TLR3 for the academic year 2023/24 is set out in Appendix 1.

The pro-rata principle does not apply to TLR3s.

6.2 Special Educational Needs Allowances

A Special Educational Needs allowance will be awarded:

- **[if a special school]** to all classroom teachers
- **[if a mainstream school]** to any post that requires a mandatory SEN qualification
- **[if a mainstream school]** to all classroom teachers who teach pupils in one or more designated special classes or units in a school
- In a non-designated setting, analogous to a designated special class or unit, where the post:
 - Involves a substantial element of working directly with children with special educational needs
 - Requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs and
 - 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.

Where a SEN allowance is to be paid the Governing Board must determine the spot value of the allowance between amounts specified in Appendix 1. The determination will be dependent upon:

- a) whether the post requires a mandatory qualification,
- b) the qualifications and expertise of the teacher relevant to the post, and
- c) the relative demands of the post.

6.3 Service provision

Where a Headteacher is providing a service to another school, for example as a National Leader of Education (NLE), they are not ultimately accountable for the outcomes in the school, but for the quality of the service being provided. The Governing Board whose Headteacher is providing the service should determine how much, if any, additional payment is due to the individual concerned in line with the provisions of the Document, for example where the contract requires work outside school sessions.

Consideration should be given to the remuneration of other teachers who, as a result of the Headteacher's additional role, are taking on additional responsibilities and activities. This will be based on any additional responsibilities attached to the post (not the teacher), which should be recorded. Any increase in remuneration should only be agreed where the post accrues extra responsibilities because of the Headteacher's enlarged role. It is not automatic and should be in line with the provisions of the Document.

Where the arrangement for the Headteacher is temporary, any adjustment to pay of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease. The relevant Board should consider the appropriate use of acting allowances and other temporary payments. Where there is a Deputy Headteacher in the school, it may be more appropriate to temporarily increase his or her pay range to take account of the increased responsibilities in the absence of the Headteacher. Additionally, a teacher may be temporarily appointed, in the absence of the substantive post holder, to a post in the staffing structure which attracts a TLR payment; and where none of those are appropriate, the Governing Board can make use of additional payments at paragraph 26.1 of the Document.

The following table sets out the operating principles and requirements which apply to the provision of services to other schools. All references below to the governing board refer to the Governing Board of the school whose Headteacher is providing services to another school

Provision of services to other schools – operating principles and requirements

- Any services provided by the Headteacher to another school must be authorised formally by the Governing Board and, where the work extends over more than a 12-month period, its agreement must be formally reviewed annually or sooner if appropriate. The Governing Board should also agree arrangements for terminating such work.
- Before such work is undertaken, the Governing Board and the Headteacher must consider:
 - the needs of the school and its pupils
 - the benefits that the activity would bring to the school
 - the impact of any absence on other staff, including their workload
 - the workload and work-life balance of all the individuals concerned.
- In particular, before reaching a view, the Governing Board should satisfy itself that these matters have been fully considered within the leadership team.
- Arrangements for payment for external work, including personal remuneration, must be clearly stated and formally incorporated into a protocol by the Governing Board (or the Pay Committee) and decisions duly minuted.
- The Headteacher and Governing Board should monitor the operation of the arrangements and their impact on staff and pupils and act where arrangements prove to be unsatisfactory.
- The disposition of any payment, including personal remuneration, for external services must be agreed in advance in accordance with the determinations of the Governing Board. The terms of such an agreement must be set out in a memorandum signed by the Chair of Governors and the Headteacher and any other members of staff involved.
- Any income derived from external sources for the work of a school's staff should accrue to the school. The Governing Board should decide whether it would be appropriate for individual members of staff to receive additional remuneration for these activities and, if so, determine the appropriate amount.
- The Governing Board should ensure that any expenses incurred by the individual as a result of taking on additional work are reimbursed, unless they are accounted for elsewhere.

6.4 Temporary payments to Headteacher

The Governing Board may determine that additional payments be made to the Headteacher in line with Section 2 paragraphs 10.2 to 10.4 of the Document, for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case the Governing Board must not have previously taken such reason or circumstance into account. Any additional payments should be evidenced thoroughly and the reasons for them being granted clearly recorded in the Governing Board minutes.

The total sum of the temporary payments made to a Headteacher in accordance with the Document in any school year must not exceed 25% of the annual salary which is otherwise payable, and the total sum of salary and other payments must not exceed 25% above the maximum of the Headteacher group.

In wholly exceptional circumstances, the Governing Board may determine that additional payments, which exceed the limit set out in the Document, be made to the Headteacher. In such cases the Governing Board will seek external independent advice before providing such agreement, supported by a business case for the school.

6.5 Headteachers Temporarily accountable for more than one School

Occasionally, where there is a vacancy in the post of Headteacher and it is not possible to appoint a Deputy Headteacher or another member of the teaching staff to take on the position of acting Headteacher, a Headteacher of another school may be appointed to be responsible and accountable in addition to their continuing role as the Headteacher of their own school.

This role should be regarded as an acting headship on a temporary basis for as long as arrangements are being made for a permanent Headteacher to be recruited or to make alternative permanent arrangements, such as amalgamating the schools or creating a hard federation. There is an expectation that these temporary arrangements should be time-limited and subject to regular review and the maximum duration should be no longer than two years.

Any workload issues for the Headteacher and additional responsibilities for other staff as a consequence of this temporary arrangement should be addressed as part of the overall considerations by the Governing Board in agreeing to the Headteacher undertaking the temporary additional role.

In order to support a Headteacher who temporarily takes on the responsibility and accountability for more than one school, the Governing Bodies of the schools concerned should establish clarity regarding both how these arrangements will work in practice and how the arrangements will be ended. Schools contemplating this arrangement should note that it is only ever intended to be temporary.

In such temporary arrangements a fixed term variation of contract must be issued by the contracting employer. This will specify that the Headteacher, in addition to their substantive post, is for a fixed period employed additionally as Headteacher of the additional school(s). At the end of the fixed term variation the Headteacher will revert to their substantive post.

Under the Collaboration Regulations, the Governing Bodies may arrange for a joint committee made up of governors from all the schools involved to be established to oversee the fixed term arrangements. This Joint Committee should have delegated power, agreed by all Governing Boards involved, to deal with the pay and performance management of the Headteacher and other relevant staffing issues during the collaboration period.

The Joint Committee should also take account of the circumstances of each school and the workload implications, including the extent to which the Headteacher is likely to be absent from the individual schools. Any temporary payments made should take account of the full responsibilities of the post. Where there is a Deputy Headteacher in the school, it may be more appropriate to increase their pay range temporarily to take account of the increased responsibilities in the absence of the Headteacher.

Additionally, a teacher may be temporarily appointed, in the absence of the substantive post holder, to a post in the staffing structure which attracts a TLR payment; and in the case of a classroom teacher where none of those are appropriate, the Joint Committee may consider the use of additional payments. The Joint Committee should ensure that any payment for additional responsibilities is in line with the provisions of the Document and the school's pay policy.

Where the arrangement for the Headteacher is temporary, any adjustment to their pay and that of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease.

6.6 Honoraria

The document does not permit the Governing Board to pay honoraria to any member of the teaching staff for carrying out their professional duties as a teacher.

6.7 Opportunities for progression

The Governing Board will ensure that access to promotion is available to all employees through the advertising of all promotion opportunities including the award of additional responsibilities or activities in accordance with Section 2 paragraph 26.1 of the Document unless exceptional

circumstances dictate otherwise. Succession planning will be regularly discussed at relevant staffing committees.

7. Support Staff

All Support Staff employed at [Highlands Primary School](#) and [Uphall Primary School](#) are subject to:

- The National Agreement on Pay and Conditions of Service of the National Joint Council for Local Government Services, and locally agreed conditions of service (“The Green Book”)

This and other relevant terms and conditions, policies and procedures referred to in this Document will be subject to review from time to time and may be varied at the Local Authority’s discretion (where relevant) or by collective agreement. Any such variations will be separately notified to individuals or made accessible in documents kept at the school.

All pay-related decisions are made taking full account of the School Improvement Plan and Performance Management Policy. The Governing Board will ensure that support staff are placed on scales agreed by the local authority, taking into account local agreements for specific groups of staff. Support Staff and/ or trade unions have been consulted on this policy.

Performance management for support staff will be undertaken in line with the Appraisal and Capability Policy for support staff. Incremental progression is subject to satisfactory performance, Reviews will be deemed to have been successful, unless concerns about standards of performance have not been sufficiently addressed by the end of the process, despite appropriate support provided by the school.

7.1 Support Staff Pay reviews

The Governing Board will ensure that every member of support staff’s salary is reviewed with effect from 1 April. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual’s pay.

Arrangements for pay progression are determined by the Local Authority and subject to negotiations with the recognised trade unions. Pay progression through the salary range for the grade is subject to performance.

Details of pay progression arrangements determined each year will be notified to eligible support staff separately.

7.2 Additional payments

7.2.1 Authorising and paying for working additional hours

The total number of hours of work for all support staff will be determined at the time of appointment.

Where staff work additional hours, with the prior agreement of the Headteacher, additional payment or time off in lieu will be arranged.

7.2.2 Out-of-School Activities

Support staff who agree to provide activities outside of the normal school hours and whose salary range does not take account of such activity will be entitled to a payment based **on the job evaluation of the post**.

Activities that may attract payment include:

- Breakfast clubs, homework clubs, summer schools (study support, literacy and gifted and talented),
- Sporting activities,
- Other outdoor activities e.g. Duke of Edinburgh,
- Clubs linked to curricular, arts and hobby interests.

7.2.3 Honoraria

The Local Authority's terms and conditions allow for honoraria to be paid to support staff in particular circumstances for:

- undertaking a percentage of a Higher Graded Post
- undertaking duties outside scope of own post and/or responsibilities are 'exceptionally onerous'

The award of honoraria to support staff is delegated to the Headteacher and will be reported to the Governing Board committee dealing with pay. (see LA's Honorarium Policy)

7.3 Opportunities for progression

The Governing Board will ensure that access to promotion is available to all employees through the advertising of all promotion opportunities including the award of additional responsibilities.

8. Appeal Process

8.1 Teachers

Grounds for appeal

The following list, which is not exhaustive, includes the reasons for seeking a review of a pay determination.

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

- Incorrectly applied a provision of the Document or this policy
- Failed to have proper regard to statutory guidance
- Failed to take proper account of relevant evidence
- Took account of irrelevant or inaccurate evidence
- Was biased
- Otherwise unlawfully discriminated against the teacher.

Appeals will be considered in accordance with the following procedure.

Stage 1: Informal discussion

Teachers seeking reconsideration of a pay decision should first seek to resolve the matter informally through discussion with the decision-maker (usually either the Headteacher or the Chair of the Pay Committee) within 10 working days of the notification of the decision.

Stage 2: Formal meeting

Where this is not possible, or the matter is still unresolved, the teacher should put their concerns in writing to the Pay Committee within 10 working days of receiving notification of the original decision, or the outcome of the informal discussion, whichever is later. The Pay Committee should convene a hearing within 20 working days to consider the teacher's concerns and afford the opportunity for them to make representations in person, accompanied by a trade union representative or work colleague if desired. The teacher should be informed, in writing, of the outcome of the meeting within 5 working days and notified of the right of appeal, where applicable.

Stage 3: Governors' Pay Appeals Committee

Teachers wishing to appeal against the decision of the Pay Committee should make their request within 10 working days of receiving written notification of the Pay Committee's decision, setting out the grounds for appeal. Their appeal will be heard by a panel of governors who were not part of the original pay decision. The Appeal Hearing should normally be held within 20 working days of the date of the request, with at least 10 working days' notice.

The appellant also has the right to see all relevant papers and to be accompanied by a trade union representative or a work colleague.

If the appellant wishes to submit any written evidence as part of their appeal, then they must do so at least 5 working days prior to the Appeal Hearing.

Where an appeal has been submitted by a member of staff other than the Headteacher, and they are appealing against the decision of the Pay Committee, it will be for the Chair of that committee to determine whether a representative of the committee and/or the Headteacher should be present to explain their decision.

The decision of the Appeal Panel should be notified in writing to the teacher within 10 working days of the Appeal Hearing. If the appeal is not upheld, the Appeal Panel will explain the reasons for their decision.

This procedure fulfils the function of the grievance procedure and therefore pay decisions cannot be reopened under the Grievance Procedure.

8.2 Support Staff

Grounds for Appeal

The appeals procedure is only concerned with matters specific to the individual and which relate to their final assessment. Two grounds of appeal are allowed:

- (i) that the content of the relevant documentation does not accurately reflect the year's performance.
- (ii) that the award is inconsistent with the documentation.

Members of staff who are not satisfied with a pay decision and wish to appeal may do so in accordance with the following procedure:

Stage 1: Informal Discussion

In the first instance, the member of staff should seek to resolve the matter by discussing it informally with the decision maker within 10 school days of receipt of notification of the decision in writing. If this is not possible e.g. if the decision was reached by a committee, the individual should proceed with stage 2.

Stage 2: Formal Meeting

Where Stage 1 is not possible or the matter is still unresolved, the individual should put their concerns in writing to the to the decision maker (or, if a Committee, then the Chair of that Committee), within 10 school days of receiving of receiving notification of the original decision, or the outcome of the informal discussion, whichever is later. The letter should set out the grounds for their appeal.

The Person (or le) who made the salary determination should meet the Individual within 20 school days of receipt of the letter. The individual should be invited to attend (they are entitled to be accompanied by a colleague or union representative) to make representations in person. Both parties will be allowed to explain their case. Following this meeting the employee should be informed in writing of the decision and their right to appeal.

Stage 3: Governors' Pay Appeals Committee

If the individual is not satisfied with the outcome of the Stage 2 meeting, they should they should set out the grounds for their appeal, in writing, to the Chair of Governors within 10 school days of receipt of written confirmation of their pay determination.

Appendix 1: Pay tables

Annual Pay Ranges for Head Teachers

Group	Pay Point Range	Annual Pay Range
1	L06 - L18	57126 - 74730
2	L08 - L21	59826 - 80142
3	L11 - L24	64230 - 85965
4	L14 - L27	68751 - 92232
5	L18 - L31	75480 - 101349
6	L21 - L35	80946 - 111405
7	L24 - L39	86826 - 122436
8	L28 - L43	95379 - 134763

Leadership Group Pay Range - Annual Salary

	Amount
Minimum	50,931
Maximum	134,763

Leadership Pay Points within Groups

Group 1		Group 2		Group 3		Group 4		Group 5	
PayPoint	Salary	PayPoint	Salary	PayPoint	Salary	PayPoint	Salary	PayPoint	Salary
L06	57,126	L08	59,826	L11	64,230	L14	68,751	L18	75,480
L07	58,566	L09	61,227	L12	65,631	L15	70,368	L19	77,259
L08	59,826	L10	62,703	L13	67,179	L16	72,144	L20	79,077
L09	61,227	L11	64,230	L14	68,751	L17	73,719	L21	80,946
L10	62,703	L12	65,631	L15	70,368	L18	75,480	L22	82,854
L11	64,230	L13	67,179	L16	72,144	L19	77,259	L23	84,813
L12	65,631	L14	68,751	L17	73,719	L20	79,077	L24	86,826
L13	67,179	L15	70,368	L18	75,480	L21	80,946	L25	88,890
L14	68,751	L16	72,144	L19	77,259	L22	82,854	L26	90,996
L15	70,368	L17	73,719	L20	79,077	L23	84,813	L27	93,159
L16	72,144	L18	75,480	L21	80,946	L24	86,826	L28	95,379
L17	73,719	L19	77,259	L22	82,854	L25	88,890	L29	97,644
L18	74,730	L20	79,077	L23	84,813	L26	90,996	L30	99,981
		L21	80,142	L24	85,965	L27	92,232	L31	101,349

Group 6		Group 7		Group 8	
PayPoint	Salary	PayPoint	Salary	PayPoint	Salary
L21	80,946	L24	86,826	L28	95,379
L22	82,854	L25	88,890	L29	97,644
L23	84,813	L26	90,996	L30	99,981
L24	86,826	L27	93,159	L31	102,366
L25	88,890	L28	95,379	L32	104,808
L26	90,996	L29	97,644	L33	107,325
L27	93,159	L30	99,981	L34	109,884
L28	95,379	L31	102,366	L35	112,521
L29	97,644	L32	104,808	L36	115,212
L30	99,981	L33	107,325	L37	117,987
L31	102,366	L34	109,884	L38	120,813
L32	104,808	L35	112,521	L39	123,663
L33	107,325	L36	115,212	L40	126,663
L34	109,884	L37	117,987	L41	129,729
L35	111,405	L38	120,813	L42	132,882
		L39	122,436	L43	134,763

Leadership Group Pay Scale

Pay Points	Annual Salary
L01	50,931
L02	52,113
L03	53,316
L04	54,555
L05	55,824
L06	57,126
L07	58,566
L08	59,826
L09	61,227
L10	62,703
L11	64,230
L12	65,631
L13	67,179
L14	68,751
L15	70,368
L16	72,144
L17	73,719
L18	74,730
L18 *	75,480
L19	77,259
L20	79,077

L21	80,142
L21 *	80,946
L22	82,854
L23	84,813
L24	85,965
L24 *	86,826
L25	88,890
L26	90,996
L27	92,232
L27 *	93,159
L28	95,379
L29	97,644
L30	99,981
L31	101,349
L31 *	102,366
L32	104,808
L33	107,325
L34	109,884
L35	111,405
L35 *	112,521
L36	115,212
L37	117,987
L38	120,813
L39	122,436
L39 *	123,663
L40	126,663
L41	129,729
L42	132,882
L43	134,763

Main Scale Teachers Pay Points

Main Scale Point	Amount
M1	34,515
M2	36,321
M3	38,220
M4	40,218
M5	42,654
M6	45,999

Upper Pay Scale Pay Points

Main Scale Point	Amount
UPS1	47,592
UPS2	49,353

UPS3	51,177
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Unqualified Teachers Pay Points

Main Scale Point	Amount
01	24,417
02	26,781
03	29,142
04	31,230
05	33,591
06	35,952

Leading Practitioner Pay Range – Annual Salary

Pay Points	Annual Salary
L01	51,180
L02	52,371
L03	53,580
L04	54,828
L05	56,100
L06	57,408
L07	58,854
L08	60,123
L09	61,530
L10	63,015
L11	64,548
L12	65,961
L13	67,515
L14	69,096
L15	70,722
L16	72,504
L17	74,088
L18	75,852

Leading Practitioner Group Pay Scale

	Amount
Minimum	51,180
Maximum	75,852

TLR Rates

	Amount
TLR1	
Minimum	9,273
Maximum	15,690
TLR2	
Minimum	3,216
Maximum	7,845
TLR3	
Minimum	639
Maximum	3,168

SEN Rates

SEN Rates	Amount
SN1	2,541
SN2	5,007

FE Rates

FE Rates	Amount
FE1	19.25
FE2	21.39
FE3	23.53
FE4	25.67
FE5	29.81