

# Model pay policy (2023/24)

## Use of this model pay policy

This policy has been produced as a framework document that can be adapted by schools to suit their circumstances. It's designed primarily for use by maintained schools in England. However, the principles that underwrite it and the constituent parts are such that it may equally serve the needs of schools in the wider educational community, particularly where the School Teachers' Pay and Conditions Document (STPCD) has been adopted.

It should be noted that as a school pay policy, it refers to the 'governing body' rather than the 'relevant body'. The policy can be easily amended to cover circumstances where the relevant body is the local authority.

It's important that this policy is read in conjunction with the following:

- [NAHT's pay policy guidance \(2023/24\)](#), particularly the 'specific advice/comments' section
- [School Teachers' Pay and Conditions Document \(STPCD\) 2023](#)
- Staff appraisal and capability policy adopted by this school (a [model staff appraisal and capability policy](#) is available from NAHT).

Specific issues that require particular attention are **shaded**. Where there is a need to insert detail, *the wording is shaded and in italics*.

Please note that any the values given in this document, are provisional and may be subject to change. However, they do apply from 1 September 2023 once the pay order has been laid.

## We're here to support you

If you need further advice on our model pay policy or related guidance, contact our specialist advice team on **0300 30 30 333** (option one) or email [specialistadvice@naht.org.uk](mailto:specialistadvice@naht.org.uk).

# Pay policy

## Purpose

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

- maximise and assure the quality of learning and teaching at this school
- support the recruitment, retention, recognition, reward and motivation of teachers
- ensure accountability, transparency, objectivity and fairness in the decision-making process.

## Statement of intent

The governing body of [REDACTED] school will act with integrity, objectivity and honesty in the best interests of the school. The school will respect personal confidentiality. At the same time, it will be prepared to be open about the decisions made and the actions taken, and to justify them if appropriate to relevant parties. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

## Pay policy in light of the covid-19 pandemic

Please note that at the time of writing, schools are expected to operate normally from September 2023. However, it is possible, that dependent on the pandemic there could be further disruption that may impact on the approach to staff appraisal. In any such circumstance the governing body and the head teacher will seek and be guided by appropriate advice.

## Use of data from statutory testing and qualifications for performance management or decisions about pay progression

The [KS2 technical guidance](#) has been published and pages 8 and 9 set out how the performance data from 2022/23 will be used. It states the following in respect to KS2:

'As set out in DfE guidance, school and trust leaders should not make pay progression for teachers dependent on the assessment data for a single group of pupils. Performance management targets relating to pupil performance should not be used in isolation and other factors, in this case the ongoing uneven impact of the pandemic on pupils and schools and the caution needed when using the 2022/23 performance data, should also be taken into account.'

The secondary accountability technical guidance will be updated in October 2023 to explain the approach to the use of the data.

## **Equalities**

The governing body will comply with relevant employment and equalities legislation:

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulation 2002
- The Agency Workers Regulations 2010
- The Data Protection Act 2018
- General Data Protection Regulation.

## **General**

The governing body will promote equality in all aspects of school life, particularly regarding decisions on the advertising of posts; appointing, promoting and the remuneration of staff; and training and staff development. See 'governing body obligations' in relation to monitoring the impact of this policy.

## **Performance-related pay**

The governing body will ensure its processes are open, transparent and fair. All decisions will be objectively justified, and the minutes of any decisions (and the reasons for them) will be recorded. Adjustments will be made to take account of special circumstances, eg an absence on maternity or disability-related sick leave. The exact adjustments will be made on a case-by-case basis.

The school will do everything in its power to make a performance-related judgement. If little or no performance evidence is available from the relevant appraisal cycle (for example, if a teacher has been away from the school because of pregnancy, maternity leave or disability-related illness), it will use evidence from the previous appraisal cycles.

In the absence of any evidence that the teacher wouldn't have received the increase in pay, the school will make a pay award to avoid discrimination.

## **Monitoring**

The governing body will adopt methods of equality monitoring proportionate with the objective of identifying potential discrimination in workplace policies and procedures.

## **September 2023 pay award and pay points**

The governing body has decided to continue to use pay points across all ranges in the national framework. The relevant sections of the pay policy set out the values of those pay points.

## **Job descriptions**

The head teacher will ensure each member of staff is provided with a job description in accordance with the staffing structure agreed by the governing body. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process. Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, to make reasonable changes that reflect the evolving needs of the school.

### **Access to records**

The head teacher will ensure reasonable access for individual members of staff to their employment records.

### **Appraisal**

The governing body will comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers.

The regulations state appraisal objectives for all teachers, including the leadership group, must be such that if they are achieved, they will contribute to the following:

- (a) Improving the education of pupils at that school
- (b) The implementation of any plan of the governing body designed to improve that school's education provision and performance.

In this school, judgements on performance will be made against the following evidence:

- Teachers' Standards
- agreed objectives
- impact of CPD
- examination results
- agreed pupils' performance criteria
- drop-in appointments
- external reports (eg LA's visit reports)
- student tracking data
- evidence of wider contribution to the school
- curriculum review documents.

Although the school will establish a firm evidence base in relation to the performance of all teachers, there's a responsibility on individual teachers and appraisers to work together. Teachers should also gather, over time, any evidence they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (ie application to be paid on the upper pay range) so that it can be considered in the review.

The **head teacher** will moderate objectives to ensure consistency and fairness; the **head teacher** will also moderate performance assessment and initial pay recommendations to ensure consistency and fairness.

## Governing body's obligations

The governing body will fulfil its obligations to the following employees:

- **Teachers:** as set out in the School Teachers' Pay and Conditions Document (STPCD) and the Conditions of Service for School Teachers in England and Wales (commonly known as the Burgundy Book)
- **Support staff:** the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) or any LA pay/grading system.

The governing body will need to consider any updated pay policy. In doing so, they should assure themselves that appropriate arrangements for linking appraisal to pay are in place and that these can be applied consistently and that their pay decisions can be objectively justified.

The governing body will ensure appraisers, decision makers and any appeal committee governors receive appropriate training to ensure fair and open decision-making.

The governing body will ensure year-end and mid-year reviews are undertaken for teachers and all members of the leadership group.

The governing body will ensure it makes funds available to support the cost-of-living increases, pay progression and any other pay-related decisions in accordance with this pay policy (see **procedures** below) and the school's spending plan.

The governing body will monitor the outcomes of pay decisions, including the extent to which different groups of teachers progress at different rates, to ensure the school's continued compliance with equalities legislation.

## Head teachers' obligations

The head teacher will do the following:

- Develop clear arrangements for linking appraisal to pay progression, and consult with staff and school union representatives on the appraisal and pay policies
- Submit updated appraisal and pay policies to the governing body for approval
- Ensure effective appraisal arrangements are in place, and make sure any appraisers have the knowledge and skills to apply procedures fairly
- Ensure year-end and mid-year reviews are undertaken for all teachers, including the leadership group
- Submit written pay recommendations to the governing body, and ensure the governing body has sufficient information on which to make pay decisions
- Ensure teachers are informed about decisions reached, and keep records of

recommendations and decisions made.

### **Teachers' obligations**

Teachers will do the following:

- Engage with appraisal; this includes working with their appraiser to ensure there's a secure evidence base for an annual pay determination to be made
- Keep records of their objectives, and review them throughout the appraisal process
- Share any evidence they consider relevant with their appraiser
- Ensure they have an annual review of their performance.

### **Differentials**

Appropriate differentials will be created and maintained between posts in the school that recognise accountability, job weighting and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

### **Discretionary payments**

Criteria for the use of pay discretions are set out in this policy. Additional payments will only be made in accordance with these criteria.

### **Safeguarding of salary**

When a pay determination leads, or may lead, to the start of a period of safeguarding of salary, the governing body will comply with the relevant provisions of the STPCD and give the required notification as soon as possible (and no later than one month after the determination).

### **Procedures**

The governing body will determine the annual pay budget on the recommendation of the pay committee and consider paragraph 19.2(f) of the STPCD. *It will also allocate X% to allow for the best teachers to make more rapid progress up the relevant pay range OR Because of budget constraints, there will be no accelerated progression on any pay scale [The latter choice should only be used where there's objective evidence of budget issues.]*

The governing body has delegated its pay powers to the pay committee. Any person employed to work at the school, other than the head teacher, must withdraw from a meeting where their pay and/or the pay or appraisal of any other employee of the school is under consideration. The head teacher must withdraw from that part of the meeting where the subject of consideration is their pay. A relevant person must withdraw where there is a conflict of interest or any doubt about their ability to act impartially.

Best practice indicates that no member of the governing body who is employed to work in the school shall be eligible for membership of the pay committee. It's advised that relevant bodies should only delegate such powers to a committee of the governing body, comprising three non-employee governors, who should carry out determinations of pay in accordance with the pay policy.

The pay committee will be attended by the head teacher in an advisory capacity. When the pay committee has invited either a representative of the LA or the external adviser to attend and offer advice on the determination of the head teacher's pay, that person will withdraw at the same time as the head teacher while the committee reaches its decision. Any member of the committee required to withdraw will do so.

The terms of reference for the pay committee will be determined from time to time by the governing body. The current terms of reference are outlined in appendix C.

The report of the pay committee will be placed in the confidential section of the governing body's agenda and will either be received or referred back. The latter may occur only if the pay committee has exceeded its powers under the policy.

### **Annual determination of pay**

All teaching staff members' salaries, including those of the head teacher, deputy head teacher(s) and assistant headteacher(s), will be reviewed annually to take effect from 1 September. The governing body will endeavour to complete teachers' annual pay reviews by 31 October and the head teacher's annual pay review by 31 December. They will, however, complete the process without undue delay.

### **Notification of pay determination**

Decisions will be communicated to each member of staff by the head teacher in writing in accordance with paragraph 3.4 of the STPCD, and the head teacher will set out the reasons why decisions have been taken. An instruction to amend pay from the relevant date will be issued immediately after the time limit for the lodging of an appeal has passed or immediately after an appeal has been concluded.

### **Appeals procedure**

The governing body has an appeals procedure in relation to pay in accordance with the provisions of paragraph 2.1(b). It's set out in appendix B of this pay policy.

## **Head teachers' pay**

### **Pay on appointment**

- The pay committee will review the school's head teacher group and the head teacher's pay range in accordance with paragraphs four, five, six and eight (mainstream school), or paragraphs four, five, six, seven and eight (special schools) of the STPCD.
- If the head teacher takes on permanent accountability for one or more additional schools, the pay committee will set a pay range in accordance with the provisions of paragraph 6.6 or 7.9.

- The pay committee will determine a pay range and take account of the full role of the head teacher (part seven), which includes all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2) such as recruitment issues. The pay committee will consider the factors set out in appendix A of this policy when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant, and it will minute its decisions and reasons for those decisions carefully.
- The pay committee will use pay points within the pay range.
- At the appointment stage, candidate-specific factors will be considered when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure an appropriate scope of *[insert number]* pay points for performance-related pay progression over time.
- The pay committee will consider whether the circumstances specific to the role or candidate warrant a higher-than-normal pay range. It will exercise its discretionary powers, where appropriate, in accordance with paragraph 9.3. It will only set a range that exceeds the maximum value of the group range by more than 25% in exceptional circumstances. In such circumstances, it will make a business case to the governing body, and the governing body will seek external independent advice before giving agreement.
- The pay committee will have regard to the provisions of paragraph 9.4 in particular, and it will also take account of the pay and ranges of other staff, including any permanent payments, to ensure appropriate differentials are created and maintained between posts of differing responsibility and accountability.
- The pay committee will consider whether there's a need for any temporary payments (paragraph 10) for clearly time-limited responsibilities or duties only. (The total sum of the temporary payments must not exceed the annual salary that is otherwise payable to the head by more than 25%; the total sum of salary and other payments made to a head teacher must not exceed the maximum of the head teacher group by more than 25% except in wholly exceptional circumstances).
- The pay committee may determine that temporary or other payments be made to a head teacher that exceed the limit above. These may be made in wholly exceptional circumstances when the committee has made a business case and secured the agreement of the governing body. The governing body will seek external independent advice before providing agreement.

### **Serving head teachers' pay**

- The pay committee will only re-determine the pay range of a serving head teacher (in accordance with paragraph nine) if the responsibilities of the post change significantly; or if the pay committee determines this is required to maintain consistency with pay arrangements for new appointments to the leadership group or with pay arrangements for a member(s) of the leadership



group whose responsibilities significantly change (see paragraph four).

- It will also re-determine the pay range if the group size of the school increases, or if the head teacher takes on permanent accountability for an additional school(s) (paragraph nine of section three).
- If the pay committee re-determines the head teacher's pay range, it will take account of all indefinite responsibilities of the post, any specific challenges and all other relevant factors, including retention issues. The pay committee will consider the factors set out in appendix A of this policy when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant, and it will minute its decisions and reasons for those decisions carefully.
- The pay committee will consider using its discretion, in exceptional circumstances, to exceed the 25% limit beyond the maximum of the group range, as set out in paragraph 9.3. However, before agreeing to do so, it will make a fully documented business case and seek external independent advice.
- The pay committee will use pay points in the pay range and leave appropriate scope for performance-related pay progression of at least *[insert number]* pay points.
- The pay committee will review the head teacher's pay in accordance with paragraph 11 of the STPCD (and paragraph 27 of the statutory guidance), and it will award one pay point when there has been sustained high quality of performance having regard to the results of the most recent appraisal carried out in accordance with the Appraisal Regulations 2012 and any recommendation on pay progression in the head teacher's most recent appraisal report.
- When the head teacher's performance is exceptional, the pay committee will award accelerated performance-related pay progression of *[insert number]* pay points and take account of the most recent appraisal and any recommendation on pay.
- If the pay committee decides to re-determine the pay range, it will only determine the head teacher's pay range in accordance with paragraph nine of the section three guidance.
- The pay committee will consider the use of temporary payments for clearly temporary responsibilities or duties only, in accordance with paragraph 10.
- The total sum of temporary payments made to a head teacher must not exceed the annual salary which is otherwise payable to the head teacher by more than 25%; and the total sum of salary and other payments made to a head teacher must not exceed the maximum of the head teacher group by more than 25% except for in wholly exceptional circumstances.
- The pay committee may determine that temporary payments be made to a head teacher which exceeds the limit above in wholly exceptional circumstances and with the agreement of the governing body. The governing

body will seek external independent advice before providing agreement.

## **Deputy/assistant head teachers' pay**

### **Pay on appointment**

- The pay committee will determine a pay range and take account of the full role of the deputy/assistant head teacher (part two), including all indefinite responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2), such as recruitment issues. The pay committee will consider the factors set out in appendix A of this policy when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant, and it will minute its decisions and reasons for those decisions carefully.
- The pay committee will use pay points in the pay range.
- At the appointment stage, candidate-specific factors will be considered when determining the starting salary. If necessary, the governing body will adjust the pay range to ensure an appropriate scope of *[insert number]* pay points for performance-related pay progression.
- The pay committee will consider whether the award of any additional payments are relevant, as set out in paragraph 26 of the STPCD and paragraphs 60 to 69 of section three.

### **Serving deputy/assistant head teachers' pay**

- The pay committee will review and re-determine the deputy/assistant head teachers' pay range when there has been a significant change in the responsibilities of the serving deputy/assistant head teacher (paragraph 10 of the section three guidance). It will also review and, if necessary, re-determine the pay range to maintain consistency with pay arrangements for new appointments to the leadership group, or maintain pay arrangements for a member(s) of the leadership group whose responsibilities significantly change.
- When determining the pay range of a serving deputy/assistant head teacher, the pay committee will take account of all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations (paragraph 9.2), including retention issues. The pay committee will consider the factors set out in appendix A of this policy when determining an appropriate pay range. It will also take account of any other considerations it feels are relevant, and it will minute its decisions and reasons for those decisions carefully.
- The pay committee will ensure the maintenance of appropriate differentials between different posts in its staffing structure, but it will note paragraph 9.4.
- The pay committee will consider whether the award of any additional payment is relevant, as set out in paragraph 26 of the STPCD and paragraphs 60 to 69

of section three.

- The pay committee will use pay points in the pay range, and it will leave appropriate scope for performance-related pay progression of at least *[insert number]* pay points.
- The pay committee will review pay in accordance with paragraphs 11, and it will award one pay point when there has been a sustained high quality of performance having regard to the results of the recent appraisal and any recommendation on pay progression recorded in the deputy/assistant head teacher's most recent appraisal report.
- The pay committee will award accelerated performance-related pay progression of up to *[insert number]* pay points if there has been exceptional performance, and it will take account of the results of the most recent appraisal and any pay recommendation.

## **Acting allowances**

Acting allowances are payable to teachers who are assigned and carry out the duties of the head teacher, deputy head teacher or assistant head teacher in accordance with paragraph 23 of the STPCD. The pay committee will, within a four-week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of the head teacher, deputy head teacher or assistant head teacher, for a period of four weeks or more, will be paid on the relevant pay range (eg head teacher's range, deputy head teachers' range or assistant head teachers' range), as the case may be. Payment will be backdated to the commencement of the duties.

## **Classroom teachers' pay**

### **Pay on appointment**

The governing body will maintain the teacher's previous pay entitlement (ie it will apply 'pay portability') in relation to the main pay range (MPR) or upper pay range (UPR).

The governing body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice.

### **Annual pay determination**

The pay committee will use reference points. Therefore, the pay scale for MPR teachers in this school is:

£ *[Fill in values depending on whether England, inner London, outer London or fringe area, etc. – see guidance to the model pay policy]*

MPR 1  
MPR 2  
MPR 3  
MPR 4  
MPR 5  
MPR 6

Appraisal objectives will become more challenging as the teacher progresses up the MPR. Objectives will, however, be such that if achieved, they meet the requirements of the Appraisal Regulations 2012 (see **appraisal** above).

To move up the MPR, one annual point at a time, teachers will need to have made good progress towards their objectives and shown they are competent in the Teachers' Standards. The quality of teaching, learning and assessment should be consistently good.

*If the evidence shows a teacher has exceptional performance, the governing body will consider the use of its flexibilities to award enhanced pay progression up to the maximum of [insert number of pay points]. The quality of teaching, learning and assessment should be consistently outstanding.*

Judgements will only be made on evidence gathered that is related to the formal appraisal process.

Further information, including sources of evidence, is contained in the school's appraisal policy.

The pay committee will take account of the pay recommendation contained in the appraisal report, and it will be able to justify its decisions.

### **Applications to be paid on the UPR**

Any qualified teacher can apply to be paid on the UPR. If a teacher is simultaneously employed at another school(s) and they wish to apply to be paid on the UPR in that school(s), they may submit separate applications. This school will not be bound by any pay decision made by another school.

All applications should include the results of the two most recent appraisals, under the Appraisal Regulations 2012, including any recommendation on pay. When such information isn't applicable or available, eg those returning from maternity leave or sickness absence, a written statement and summary of evidence designed to demonstrate the applicant has met the assessment criteria must be submitted by the applicant.

For the assessment to be robust and transparent, it will be an evidence-based process only. Teachers should ensure they build a mainly paper evidence base to support their application. **Those teachers who have been absent through sickness, disability or maternity,** may cite written evidence from previous years in support of their application.

## Process

One application may be submitted annually. The closing date for applications is normally *[insert date]* each year; however, exceptions will be made in particular circumstances, eg those teachers who are on maternity leave or who are currently on sick leave. The process for applications is as follows:

- Complete the school's application form
- Submit the application form and supporting evidence to the head teacher by the cut-off date of *[insert date]*
- Receive notification of the name of the assessor of the application within five working days
- Wait for the assessor to evaluate the application, which will include a recommendation to the pay committee of the relevant body
- Wait for the application, evidence and recommendation to be passed to the head teacher for moderation purposes (if the head teacher is not the assessor)
- Wait for the pay committee to agree on the final decision (advised by the head teacher)
- Receive written notification of the outcome of the application by *[insert date]*. Where the application is unsuccessful, the written notification will include the areas where it was felt that performance didn't satisfy the relevant criteria set out in this policy (see **assessment** section below)
- Request verbal feedback from the assessor. Verbal feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment, and it will include advice and support on areas for improvement to meet the relevant criteria
- If successful, move to the minimum of the UPR on 1 September
- If unsuccessful and the applicant disagrees with the outcome, they can appeal the decision. The appeals process is set out in appendix B of this policy.

## Assessment

The teacher will be required to meet the criteria set out in paragraph 15 of the STPCD, namely, the following:

- the teacher is highly competent in all elements of the relevant standards
- the teacher's achievements and contribution to an educational setting or settings are substantial and sustained.

In this school, this is interpreted as follows:

“Highly competent”: the teacher’s performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers’ Standards in the particular role they are fulfilling and the context in which they are working.

“Substantial”: the teacher’s achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their classroom, or with their groups of children, but also in making a significant wider contribution to school improvement, which impacts on pupils’ progress and the effectiveness of staff and colleagues.

“Sustained”: in relation to a UPR application only, the teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this period (see exceptions, eg maternity/sick leave, in the introduction to this section). They will have been expected to have shown the quality of teaching, learning and assessment are good to outstanding.

Further information, including information on sources of evidence, is contained in the school’s appraisal policy.

## **Upper pay range (UPR)**

### **Annual pay determination**

The UPR in this school will consist of three points: UPR 1 (minimum), UPR 2 (mid-point), UPR 3 (maximum) as set out below *[please insert relevant £ values, depending on whether you are England, inner London, outer London, fringe – see guidance on this model pay policy]:*

UPR 1:

UPR 2:

UPR 3:

Progression through the UPR will be considered annually, in line with the STPCD.

The pay committee will determine whether there has been continued good performance. In making such a determination, it will consider the following:

- paragraph 19 and the criteria set out in paragraph 15.2 of the STPCD 2023
- the appraisal report and the pay recommendation of the appraiser
- the appraisal evidence that the teacher has maintained the criteria set out in paragraph 15.2. Namely, that the teacher is highly competent in all elements of the relevant standards and that the teacher’s achievements and contribution to an educational setting or settings are substantial and sustained. The meaning of these criteria is set out in the section of this policy entitled **applications to be paid on the UPR** above.

Pay progression on the UPR will be clearly attributable to the performance of the individual teacher. The pay committee will be able to justify its decisions objectively.

When it's clear that the appraisal evidence shows the teacher has continued good performance, as set out above, and made good progress towards their objectives, the teacher will move to UPR 2 £ *[insert value of UPR 2]*; or if already on the UPR 2, to UPR 3 £ *[insert value of UPR 3]*.

*When it's clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above, the pay committee will use its flexibility to decide on enhanced progression from the minimum to the maximum of UPR. The quality of teaching, learning and assessment should be consistently outstanding.*

Further information, including sources of evidence, is contained within the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions.

### **Leading practitioner's role**

The governing body will take account of part two, paragraphs 16 and 49 of the STPCD when determining the role of the leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include the following:

- A leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement
- The improvement of teaching in school *[and in the wider school community]* that impacts significantly on pupils' progress
- Improving the effectiveness of staff and colleagues, particularly in relation to specific areas such as *[insert]*.

### **Pay on appointment**

The pay committee will determine a pay range of *Lx (minimum) to Lx (maximum)* for each leading practitioner post in accordance with paragraph 16 of the STPCD and paragraphs 33 to 37 of the section three guidance. The relevant body will use pay points and ensure there's appropriate scope in the pay range to allow for performance-related pay progression over time. The relevant body will leave *[insert number]* points for performance-related pay progression.

### **Annual pay determination**

The head teacher will agree on appraisal objectives for the leading practitioner.

The pay committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when exercising any discretion in relation to their pay in accordance with paragraph 19 of the STPCD.

The appraisal evidence for the leading practitioner should show the following:

- they have made good progress towards their objectives
- they are an exemplar of excellent teaching skills that impact significantly on pupils' progress in the school (and if relevant, the wider school community)
- they have made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement
- they are highly competent in the Teachers' Standards
- they have shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

'Highly competent' and 'substantial' are defined in the section entitled **applications to be paid on the UPR**.

The pay committee will award one pay point for continued good performance. Pay progression will be clearly attributable to the performance of the individual teacher and judgements will only be made on evidence gathered that is related to the formal appraisal process. The pay committee will be able to justify its decisions objectively.

*When it's clear from the evidence that the teacher's performance is exceptional, the pay committee will award enhanced pay progression of [insert number] pay points.*

Further information, including sources of evidence, is contained within the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions.

## **Unqualified teachers' pay**

### **Pay on appointment**

The pay committee will pay any unqualified teacher in accordance with paragraph 17 of the STPCD. The pay committee will determine where a newly appointed unqualified teacher will enter the scale. This decision is based on the unqualified teacher's qualifications and/or experience that the committee considers to be of value. The pay committee will consider whether it wishes to pay an additional allowance in accordance with paragraph 22.

### **Annual pay determination**

To progress up the unqualified teacher range, one point annually, unqualified teachers will need to show they've made good progress towards their objectives.

*If the evidence shows the unqualified teacher has exceptional performance, the governing body will award enhanced pay progression of [insert text] pay points.*



Judgements will only be made on evidence gathered that is related to the appraisal process.

Information on sources of evidence is contained within the school's appraisal policy.

The pay committee will be advised by the head teacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The pay committee will be able to justify its decisions objectively.

### **Teaching and learning responsibility (TLR) payments**

The pay committee may award a TLR to a classroom teacher in accordance with paragraph 20 of the STPCD and paragraphs 47 to 54 of the section three guidance. TLR1 or TLR2 will be for a clearly defined and sustained additional responsibility in the context of the school's staffing structure to ensure the continued delivery of high-quality teaching and learning and for which the teacher is made accountable. All job descriptions will be regularly reviewed. The committee will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded and consider the criterion and factors set out in paragraph 20.4.

The pay committee will ensure sufficient differential exists between different levels of TLR and take account of the responsibilities for which the TLR is awarded. All decisions will be objectively justified.

In this school, the different levels of TLRs are as follows:

- a) *the minimum of TLR2 band is* £3,214 and the maximum is £7,847
- b) *the minimum of TLR1 is* £9,272 and the maximum is £15,690.

The pay committee may award a TLR3 of between £639 and £3,169 for clearly time-limited school improvement projects or one-off externally driven responsibilities as set out in paragraph 20.3. The project/responsibility will focus on teaching and learning, require the exercise of a teacher's professional skills and judgement, and have an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils. The governing body will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. In line with paragraph 53 of the Section three guidance, the pay committee will not award consecutive TLR3s for the same responsibility unless that responsibility relates to tutoring to deliver additional support to pupils as a result of learning disruption during the pandemic. If a TLR3 is awarded to a part-time teacher, the pro rata principle will **not** apply. No safeguarding will apply in relation to an award of a TLR3.

### **Special educational needs (SEN) allowance**

The pay committee will award a SEN spot value allowance on a range of between £2,539 and £5,009 to any classroom teacher who meets the criteria as set out in paragraph 21 of the STPCD.

When deciding on the amount of the allowance to be paid, the governing body will consider the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post, and the relative demands of the post (paragraph 21.3 of the STPCD). The governing body will also establish differential values in relation to SEN roles in the school to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The governing body will take account of paragraphs 55 to 59 of the section three guidance.

## **Support staff**

The pay committee notes its powers to determine the pay of support staff in accordance with paragraph 17 and 29 of the School Staffing (England) Regulations 2009 and chapter six of the associated guidance. The pay committee will determine the pay grade of support staff on appointment in accordance with the scale of grades, currently applicable in relation to employment with the local authority (LA), which the pay committee considers appropriate for the post. In reaching its determination, the pay committee will consider the advice of the LA, but it won't consider itself bound by that advice.

## **Part-time employees**

**Teachers:** the governing body will apply the provisions of the STPCD in relation to part-time teachers' pay and working time, in accordance with paragraphs 40, 41 and 42 onwards, and paragraphs 28, 35, 39-44 and 79-87 of the section three guidance.

**All staff:** the head teacher and governing body will use their best endeavours to ensure all part-time employees are treated no less favourably than a full-time comparator.

## **Teachers employed on a short-notice basis**

Such teachers will be paid in accordance with paragraph 42 of the STPCD.

## **Residential duties**

The pay committee will take account of agreements reached by the National Joint Council for Teachers in Residential Establishments in determining payments for residential duties.

## **Additional payments**

In accordance with paragraph 26 of the STPCD and paragraphs 60-69 of the section three guidance, the relevant body may make payments as they see fit to a teacher, excluding a head teacher, in respect of the following:

- continuing professional development is undertaken outside the school day
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the school
- participation in out-of-school hours learning activity agreed between the teacher and the head teacher
- additional 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.

The pay committee will make additional payments to teachers in accordance with the provisions of paragraph 26 where advised by the head teacher.

### **Recruitment and retention incentive benefits**

The governing body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive (paragraph 27 of the STPCD and paragraphs 70-72 of the section three guidance).

The pay committee will consider exercising its powers under paragraph 27 of the STPCD when they consider it is appropriate to do so to recruit or retain relevant teachers. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which it may be withdrawn.

The governing body will, nevertheless, conduct an annual formal review of all such awards.

No new awards of recruitment and retention incentive benefits will be made to a head teacher, deputy head teacher or assistant head teacher other than as the reimbursement of reasonably incurred housing or relocation costs. However, where the governing body is already paying such an incentive or benefit, determined under a pre-2014 STPCD and subject to review, it may continue with it at the existing value until such time as the leadership group member moves to the new leadership group pay arrangements, as set out in paragraph 27.3 of the 2023 STPCD.

At that point, all recruitment and retention factors in relation to a leadership group member will be considered when determining the pay range.

### **Salary sacrifice arrangements**

Where the employer operates a salary sacrifice arrangement, a teacher may participate in any arrangement, and their gross salary shall be reduced accordingly, in accordance with the provisions of paragraph 28 of the STPCD and paragraph 73 of the section three guidance.

## Appendix A

The statutory provisions of the STPCD 2023 state that when determining the pay range of a leadership group member, the relevant body must consider “all of the permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations” (part two, paragraph 9.2 of the STPCD 2023).

NAHT has determined that these factors below, along with any others that are relevant to your establishment, should be considered when determining pay ranges for the leadership group.

- Social challenge:
  - number of pupils eligible for the pupil premium/free school meals
  - number and challenge of children with special needs (NB pupils with statements or education, health and care plans (EHCP) are considered when calculating the group size of the school<sup>1</sup>)
  - number of ‘looked after’ children
  - level of pupil mobility in the area
  - number of pupils with English as a second language.
- The complexity of the pupil population and school workforce
  - number of staff
  - variety of school workforce (eg teachers, speech therapists, etc)
  - small school
  - rural school
  - specialist units or centres.
- Any specific challenges associated with running more than one school, eg managing geographically split sites.
- Contribution to the wider educational development
  - NLE, SLE, LLE responsibilities that don’t have a time limit
  - teaching school status
  - other relevant issues (eg ECT lead, multi-stakeholders, etc).
- Recruitment and retention issues.

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<sup>1</sup>STPCD Section two, paragraph 6.4

## **Appendix B**

### **Appeals procedure**

The STPCD requires schools and LAs to have a pay policy in place that sets out the basis on which teachers' pay is determined and the procedures for handling appeals.

As part of the overall appraisal process, a pay recommendation is made by the appraiser/reviewer (normally the line manager) and discussed with the teacher at the review meeting prior to being submitted to the school's pay committee or relevant decision-making body. Written details of and the reasons for the pay recommendation will be given to the teacher.

At this stage of the pay determination process, if the teacher wishes to understand the rationale for the pay recommendation better or bring any further evidence to the attention of the appraiser/reviewer, they should be given the opportunity to do so before the final pay recommendation is drafted in the appraisal report. The nature of any subsequent appraisal and pay discussion will be informal, and therefore representation (on either side) is not necessary, nor would it be appropriate. At the conclusion of any further discussion, the pay recommendation may be adjusted, or it may remain the same; the appraisal report will be updated to reflect the discussion.

If a teacher believes the final pay recommendation falls short of their expectations and they wish to seek a further review of the information that affects their pay, they may wish to formally appeal against the decision, utilising the formal appeal hearing procedure. Appeal hearings against pay decisions must satisfy the dispute resolution requirements of employment law (ie part four of the Trade Union and Labour Relations (Consolidation) Act, 1992) and the ACAS Code of Practice.

### **Appeal hearing procedure**

It is the intention that any appeal under this policy will be dealt with promptly, thoroughly and impartially.

### **Guidance**

- When a teacher feels a pay decision is incorrect or unjust, they may appeal against that decision, especially when there is new evidence to consider
- Teachers/head teachers should put their appeal in writing to either the head teacher or the governing body, and their appeal should include sufficient details of its basis
- Appeals should be heard without unreasonable delay and at an agreed date, time and place
- Employees have a statutory right to be accompanied at any stage of an appeal hearing by a companion who may be either a work colleague or trade union representative.

### **Appeal procedure: informal stage**

As part of the pay determination process, the line manager (the recommendation provider) will make a recommendation to the decision maker (the person or committee responsible for approving the pay recommendation) supported by relevant assessment evidence. On determining a teacher's pay, the decision maker will write to the teacher advising them of the pay decision and the reasons for it, and confirm their right to appeal the decision to the decision maker.

If the teacher wishes to appeal the decision, they must do so in writing to the decision maker (normally within 10 school working days from the date of the outcome letter or within a mutually agreed alternative timescale). The appeal must include a statement, in sufficient detail, of the grounds of the appeal. If an initial appeal is raised, the decision maker must then arrange to meet with the teacher to discuss the appeal. The recommendation provider should also be invited to the meeting to clarify the basis for the original recommendation.

The decision maker will review their decision through a paper-based process and in the light of the documentation provided to them. They will then write to the teacher to notify them of the outcome of the review and the teacher's right of appeal to the governing body. If the teacher wishes to exercise their right of appeal, they must write to the clerk of the governing body at the earliest opportunity (normally within 10 school working days), including a statement of the grounds of the appeal and sufficient details of the facts on which they will rely.

This will invoke the formal stage of the appeal procedure.

### **Appeal procedure: formal stage**

On receipt of the written appeal, the clerk of the governing body will establish an appeal committee that should consist of three governors, none of whom are employees in the school or have been previously involved in the relevant pay determination process. A meeting of the appeal committee should be convened at the earliest opportunity and no later than 20 school working days of the date on which the written appeal was received. Both the recommendation provider and the decision maker will be required to attend the meeting.

The chair of the appeal committee will invite the appellant to set out their case. Both the recommendation maker and the decision maker will also be asked to outline to the committee the process that was observed and their contribution to the pay determination process.

Following the conclusion of representations by all relevant parties, the appeal committee will then consider all the evidence in private and reach a decision. The appeal committee will write to the teacher notifying them of their decision and the reasons for it. Other attendees at the meeting will also be notified of the decision. The decision of the appeal committee is final.

### **The modified procedure**

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the teacher has left the employment of the school.

When a teacher has lodged an appeal against a pay decision and then subsequently left the school's employment before any appeal hearing is held, the following steps will be observed:

1. The teacher must have set out details of their appeal in writing
2. The teacher must have sent a copy of their appeal to the chair of the governing body
3. The chair of the governing body will consult with relevant school personnel and provide the teacher with an appropriate written response on behalf of the school.

## **Appendix C – Terms of reference for the pay committee**

- To achieve the aims of the whole-school pay policy in a fair and equitable manner
- To apply the criteria set by the whole school pay policy in determining the pay of each member of staff at the annual review
- To observe all statutory and contractual obligations
- To minute clearly the reasons for all decisions and then report the fact of these decisions to the next meeting of the full governing body
- To recommend to the governing body the annual budget needed for pay, bearing in mind the need to ensure the availability of monies to support any exercise of pay discretion
- To keep abreast of relevant developments, and to advise the governing body when the school's pay policy needs to be revised
- To work with the head teacher to ensure the governing body complies with the Education (School Teachers' Appraisal) (England) Regulations 2012.