



**The
Three
Rivers**
Learning Trust

Name of Policy	Pay Policy
Policy Number	H6
The Three Rivers Learning Trust	
Named Person(s)	Dominique Flint, Trust HR Manager
Review Committee	Full Board
Last review date	Autumn 2022
Next review date	Autumn 2023

Revision Record of Issued Versions			
Author	Creation Date	Version	Status
AVEC	December 2021		Revisions to Pay Policy 2021
Changed by	Revision Date	Version	Status
Dominique Flint, Trust HR Manager	October 2022	1.0	Revisions to Pay Policy 2022 Revisions to Pay Policy 2022 - Post consultation re 2020 Pay Policy Consultation

Contents

Part A - General introduction

- 1 Introduction
- 2 Aims of the policy
- 3 Job roles and responsibilities
- 4 Review of policy
- 5 Recruitment

Part B - Provisions for Teachers

6 Teaching Staff Pay

- 6.1 Pay Award
- 6.2 Annual Salary Review
- 6.3 Chief Executive Officer
- 6.4 Other Leadership Posts
- 6.5 Other Posts above the Classroom Teachers Pay Scale
- 6.6 Main Scale & Upper Pay Range Teachers
- 6.7 Application to move to Upper Pay Range
- 6.8 Unqualified Teachers
- 6.9 Early Career Teachers

7 Assimilation to New Scales

8 Supply Teachers

9 Part Time Teachers

10 Allowances

- 10.1 Teaching and Learning Responsibility Payments (TLRs)
- 10.2 Special Educational Needs (SEN)
- 10.3 Recruitment and Retention
- 10.4 Out of Learning Trust Learning Activities
- 10.5 Continuing Professional Development
- 10.6 Activities relating to the provision of initial teacher training as part of the ordinary conduct of the Learning Trust

11 Salary Sacrifice

12 Safeguarding

13 Appeals

14 Associate Staff Pay

- 14.1 Conditions of Service
- 14.2 Pay Scales
- 14.3 Starting Salaries

- 14.4 Incremental Progression
- 14.5 Deductions From Pay
- 14.6 Acting up Allowances / Additional Responsibilities
- 14.7 Other Additional Payments
- 14.8 Apprenticeships
- 14.9 Safeguarding
- 14.10 Salary Sacrifice
- 14.11 Appeals
- 14.12 Staff Hardship

Appendix 1: Board of Trustees Terms of Reference with regard to the Pay Policy

Appendix 2: Pay Appeals Procedure

Appendix 3: Learning Trust Pay Scales

Appendix 4: The Three Rivers Learning Trust - Staffing Structure

Appendix 5: NJC Pay Spine April 2022 for Associate Staff

Appendix 6: Guidance on setting Executive Pay

Appendix 7: Leading Practitioner Pay Scale

Part A - General Provisions

1 Introduction

- 1.1 The purpose of this policy is to provide a clear framework for the management of pay and grading issues for all staff employed in the Learning Trust. It has been developed to comply with current legislation, the requirements of the School Teachers' Pay and Conditions Document (STPCD), the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service ("Green Book") and in accordance with the principles of public life - objectivity, openness and accountability. The Three Rivers Learning Trust is aware that individuals' terms and conditions of employment are protected by regulations where an employee has transferred into the Trust.
- 1.2 The Board of Trustees recognises its responsibilities under relevant legislation including the Equality Act 2010, the Employment Rights Act 1996, the Relations Act 1999, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and will ensure that all pay related decisions are taken equitably and fairly in compliance with statutory requirements.
- 1.3 This policy is based on a whole Three Rivers Learning Trust approach to pay issues. Pay decisions will take account of the resources available to the Learning Trust. The Learning Trust staffing structure will support the Learning Trust improvement plan. The Board of Trustees will exercise its discretionary powers using fair, transparent and objective criteria in order to secure a consistent approach in Learning Trust pay decisions.
- 1.4 The Board of Trustees recognises the requirement that all pay progression decisions for all teaching staff must be linked to annual appraisal of performance. The procedures set out in this policy seek to ensure that this is achieved in a fair, equitable and transparent way.
- 1.5 The Learning Trust staffing structure will be published as an appendix to this policy. (Appendix 4). Any subsequent changes to the staffing structure will be subject to consultation.

2 Aims of the Policy

2.1 The Board of Trustees aims to use the Learning Trust pay policy to:

- Maintain and improve the quality of teaching and learning at the Learning Trust;
- Support the Learning Trust Strategic Plan;
- Underpin the Learning Trusts Appraisal policy;
- Ensure that all staff are valued and appropriately rewarded for their work contribution in the Learning Trust;
- Ensure staff are well motivated, supported by positive recruitment and retention policies and staff development;
- Demonstrate that decisions on pay are fair and equitable and recognise the principle of equal pay for like work and work of equal value;
- Provide flexibility to recognise individual staff performance linked to pay decisions;

2.2 The Board of Trustees will also consider advice issued by the Department for Education, recognised trade unions and other national bodies as appropriate, along with relevant statutory legislation.

3 Job Roles and Responsibilities

3.1 All members of staff will be provided with a job description outlining the roles and responsibilities of the post. This will also include the pay range and any additional payments or allowances covered by this policy. The job description will state the reason for any additional allowances or payments and whether this is a permanent or temporary payment.

3.2 Any significant changes to duties and responsibilities of a post will be subject to discussion with the member of staff with a view to reaching agreement. Where there is a significant change in duties and responsibilities of a post a new job description will be issued.

3.3 Where the staffing structure of the Learning Trust needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and the recognised trade unions before any changes are made and with a view to seeking to agree the changes before new job descriptions are issued.

4 Review of Policy

4.1 This policy has been agreed by the Board of Trustees following consultation with staff and the recognised trade unions. Any subsequent changes will also be subject to further consultation before amendment by the Board of Trustees. The Board of Trustees take all decisions on pay matters as defined in this policy. The remit for this is attached as Appendix 1.

5 Recruitment

Teaching Staff

- 5.1 Advertisements for vacant posts in the Learning Trust will be considered by the Headteacher/Chief Executive Officer and Academy Council/Board of Trustees where appropriate. All posts will be advertised either internally or externally, locally or nationally as appropriate.
- 5.2 The advertisement will include the relevant pay band for the post from the range of bands determined by the Academy Council as appropriate for the post and as contained in the relevant section of this pay policy. The advertisement will specify the expected level of skills and experience for appropriate candidates relevant to the post. The advertisement will also include details of any additional payments or allowances applicable to the post.
- 5.3 In respect of the Chief Executive Officer post becoming vacant the Board of Trustees will agree a broad pay range based on the arrangements set out in paragraph 6.3.1 of this policy. The post may be advertised with an indicative pay range but with flexibility to pay up to the maximum of the agreed broad range for the selected candidate as appropriate.
- 5.4 Where an applicant for a classroom teacher post does not meet the criteria for the level of post advertised within the Learning Trust pay structure but the post would otherwise prove difficult to fill, the Academy Council may appoint at a lower level but also consider a recruitment payment in accordance with the Learning Trust policy set out in section 10.4. Any recruitment and retention payment considered in respect of the Chief Executive Officer will be included in the calculation of the pay range for the post, in accordance with paragraph 6.3.1 of this policy and will not be made as an additional recruitment and retention payment.
- 5.5 Where the post is on a temporary basis, the advertisement will specify the reason for and duration of the post.
- 5.6 Within the framework of relevant statutory legislation, the advertisement may also include reference to any under-representation within the Learning Trust to encourage applications from any disadvantaged and under-represented groups.

Associate Staff

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

Part B - Provisions for Teachers

6.1 Pay Award

- 6.1.1 The Three Rivers Learning Trust will pay all teachers in accordance with the current edition of the School Teachers' Pay and Conditions Document (STPCD).
- 6.1.2 The Three Rivers Learning Trust will pay teachers in accordance with current legislation including, the Equality Act 2010 and the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000. The Three Rivers Learning Trust understands its obligations under equality pay legislation will ensure these are met.

6.2 Annual Salary Review

- 6.2.1 Every teacher's salary will be reviewed on an annual basis with effect from **1 September**, no later than **31 October**, except in the case of headteachers and the CEO where the review will be completed by **31 December**.
- 6.2.2 The teacher's appraisal report will contain a recommendation on pay. The Headteacher will be responsible for submitting any recommendations for pay progression, in accordance with the relevant sections of this policy, to the Academy Council for approval.
- 6.2.3 A written pay statement will be provided within one month of their salary review and include the salary and any additional allowances and/or and safeguarding arrangements that apply.
- 6.2.4 A review may occur at other times where there has been a significant change affecting an individual teacher's pay. A revised written statement will be issued to the teacher in such circumstances, including any salary safeguarding arrangements that may apply.
- 6.2.5 The Board of Trustees will review pay decisions for the Chief Executive Officer, Chief Operating Officer and Headteachers and has delegated all other pay decisions to the relevant Academy Council.

6.3 Executive Pay

- 6.3.1 The Trust will set executive salaries in accordance with current ESFA guidance (see Appendix 6) and the [CST Executive Leadership Roles](#) and [CST Code of Principles for Setting Executive Pay](#).

The Trust are committed to ensuring that salaries:

- Can be justified and are in the best interests of the charity
- Reflect the individual's responsibilities
- Demonstrate value for money.

Decisions about levels of executive pay follow a robust evidence-based process and are reflective of the individual's role and responsibilities. Executive officers will not be involved in deciding his or her own remuneration.

6.3.2 Process

The Board of Trustees will review Executive pay on appointment of an executive officer and every two years thereafter.

The Board may decide to appoint a group of Directors to make recommendations to the Board in relation to executive pay but any final decision will need to be ratified by the Board of Trustees and outcomes will be documented by the Clerk to the trust.

Recommendations and decisions will be evidence based and Directors will take guidance on relevant sources of evidence from DfE guidance.

6.3.3 Determining Factors

Trustees will consider a number of key factors when determining executive pay, whether that be at the initial point of determining salaries or when conducting reviews of existing salaries.

6.3.4 Educational Challenge

Trustees will consider the unique context of The Three Rivers learning Trust school's and will take into account any particular complexities and challenges in the educational setting, relative to other schools in the locality and other trusts of similar size and scale. Examples include but are not limited to percentage of pupils in receipt of free school meals, high numbers of pupils with special educational needs and high numbers of looked after children. In relation to the COO role Directors will take into account factors such as scale and size of budget, staff numbers and breadth of responsibility as comparative factors.

6.3.5 Other factors

There may be other factors that Trustees wish to consider when setting executive pay such as local challenges, other responsibilities and expansion plans. These will be taken into account and evidenced as part of the pay setting process.

6.3.6 Performance Management and Pay Progression

Trustees will review executive pay every two years.

Pay increases will not be awarded automatically but will be linked to a clear and measurable set of objectives as per the trust performance appraisal scheme. Executive officers will need to demonstrate that achievements and contributions to the trust are substantial and sustained, as defined earlier in this policy.

Trustees will need to ensure that there is an evident link between the levels of achievement of the individual and across the trust, and pay progression.

Executive leadership pay should not increase at a faster rate than that of teaching staff and, when reviewing executive pay, Trustees will take into account pay awards across the trust to ensure this is the case.

6.3.7 Total Remuneration Package

Trustees should consider the total remuneration package and not just basic salary levels. The total package might include:

- Pension contributions and payments in lieu of pension contributions
- Salary sacrifice arrangements
- Compensation for loss of office
- Any sums paid under any pension scheme in relation to employment with the provider
- Other taxable benefits
- Non-taxable benefits that are available only to senior members of staff
- Other remuneration and the cost to the provider e.g. car allowance

6.4 Other Leadership Posts

Headteacher Post

6.4.1 On appointment to a Headteacher post within the Learning Trust, the Board of Trustees will establish a 7 point pay range, taking into account any permanent additional relevant factors. These additional factors will relate to the Learning Trust context and challenge and the wider accountability of the Headteacher, which might include circumstances where:

- the Learning Trust is a Learning Trust causing concern;
- without additional payment the Board of Trustees considers that the Learning Trust would have substantial difficulty filling a vacant Headteacher post;
- without additional payment the Board of Trustees considers the Learning Trust would have substantial difficulty retaining the existing Headteacher;
- the Headteacher has additional permanent responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional Learning Trusts.

6.4.2 Other than in exceptional circumstances, the Individual School Range will not exceed 25% of the maximum of the school's size. The Board of Trustees will ensure that, other than in exceptional circumstances, there is no overlap of salary bands between the Headteacher and other leadership posts.

6.4.3 In addition, the Board of Trustees may consider an additional payment to the Headteacher in respect of temporary additional duties and responsibilities, e.g. where they are providing services to other Learning Trusts as a consultant leader, Learning Trust improvement partner, local or national leader of education etc. including where the Headteacher is appointed as a temporary Headteacher of one or more additional schools, not included as a permanent factor in the calculation of the Individual School Range. The additional payment will be time limited and will not exceed 25% of the salary agreed under paragraph 6.4.1 or 25% of the maximum of the school size, whichever is the lower.

6.4.4 In wholly exceptional circumstances the Board of Trustees may consider a payment in excess of 25%. In such circumstances the Board of Trustees will seek external independent advice.

- 6.4.5 Progression on the Individual School Range for the Headteacher will be subject to a review of the Headteacher's performance set against the annual appraisal review. The Board of Trustees may decide to award one increment for sustained high quality performance. Where performance has not been of a sustained high quality the Board of the Trustees may decide that there should be no pay progression. The pay review for the Headteacher will be completed by 31 December.
- 6.4.6 The Board of Trustees will ensure that reasons for setting the Individual School Range at a given level are recorded and that the process for the determination of the Headteacher's salary is fair and transparent.

Other Leadership Posts

- 6.4.8 The Academy Council will determine a 5 point pay range for all other leadership posts from within the leadership scale contained in the School Teachers' Pay and Conditions Document.
- 6.4.9 The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts. A post with a designated deputy role in the absence of the Chief Executive Officer or Headteacher will be remunerated accordingly above the range for other leadership posts.
- 6.4.10 On appointment a teacher paid on the leadership scale will be appointed within the first three points of the pay range.
- 6.4.11 The pay range for teachers paid on the leadership spine will be reviewed 31st October or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post, or where it is necessary to consider a retention payment for a member of staff on the leadership spine.
- 6.4.12 Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review.
- 6.4.13 The Academy Council may award **one** increment for sustained high quality performance against the criteria set out in paragraph 6.4.6.
- 6.4.14 Where performance has not been of a sustained high quality the Academy Council may decide that there should be no pay progression. The pay review will be completed by 31st October.
- 6.4.15 The Board of Trustees will ensure that the reasons for setting the pay range at a given level are recorded and that the process for the determination of pay for all leadership posts is fair and transparent.

6.5 Other Posts paid above the Classroom Teacher Scale – Leading Practitioners

- 6.5.1 The Board of Trustees will keep under review whether or not they wish to establish one or more Leading Practitioner posts in light of the needs of the Learning Trust. Should the decision be taken to establish one or more Leading Practitioner posts, the pay scale set out in Appendix 7 will be followed.

6.6 Main Scale and Upper Pay Range Teachers

- 6.6.1 The Board of Trustees will establish posts paid within the minimum and maximum points for such posts as determined by the Schools Teachers' Pay and Conditions Document.
- 6.6.2 The Board of Trustees has established a pay structure for these posts which is set out in Appendix 3.
- 6.6.3 The Board of Trustees has agreed Career Stage Expectations for each band which are detailed in the Learning Trust's Appraisal Policy. The pay review will be completed by 31st October.

Pay Progression within Bands

- 6.6.4 Pay progression within bands will be subject to sustained performance towards the next higher band and meeting the relevant teacher standards and Career Stage Expectations for that band. Meeting appraisal objectives will not automatically mean that pay progression will be awarded. Where a teacher's performance does not demonstrate a sustained level and is below the Learning Trust's expectations at that level of post, the Board of Trustees may determine that no incremental progression will be awarded in that year.
- 6.6.5 Progression within a pay band will be subject to a review of the teacher's performance set against the annual appraisal review and the Teacher Standards. The Board of Trustees may decide to award **one** increment for both sustained high quality performance and professional development in line with Learning Trust expectations. For teachers on the upper pay range (Band 3 – Expert Teacher) progression will normally be considered after 2 years of sustained high quality performance or earlier where performance has exceeded Learning Trust expectations

Pay Progression between Bands

- 6.6.6 The Board of Trustees has determined that, other than in exceptional circumstances, a teacher would not move to Band 2 (Accomplished Teacher) unless they are able to demonstrate 2 years' teaching experience including a period of a sustained level of performance at the higher level immediately prior to moving to Accomplished Teacher. A teacher would not move to Band 3 (Expert Teacher) unless they are able to demonstrate a minimum of 4 years' experience including a period of a sustained level of performance at the higher level immediately prior to moving to Expert Teacher.
- 6.6.7 Progression between bands will be based on the teacher demonstrating, through performance appraisal, that they meet the teacher standards and Career Stage Expectations for the new band.
- 6.6.8 The Board of Trustees has determined that a teacher appointed to Band 1 (Teacher) would, other than in exceptional circumstances, be expected to have progressed to the Accomplished Teacher band within a maximum of 3 years of taking up their post. In circumstances where a teacher's performance is not at

that level this will be addressed through the Learning Trust's appraisal and possibly capability procedure.

- 6.6.9 A teacher reaching the top of Band 1 will automatically progress to the next band if they meet the criteria for the higher band and are recommended for progression by the appraiser. Progression to the upper pay range (Band 3) is detailed in section 6.6 of this policy.

Appointments

- 6.6.10 A newly appointed teacher will usually be appointed at any point in the band to take account of a teacher's previous salary and/or relevant experience as determined by the Headteacher.
- 6.6.11 A teacher transferring roles internally within the Learning Trust will continue to be paid the same salary on the main scale (Bands 1 and 2) or the Upper Pay Scale (Band 3) as paid in the previous role.

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

- 6.7.1 Any qualified teacher may apply to be paid on the upper pay range. It is the responsibility of the teacher to decide whether or not they wish to apply.
- 6.7.2 The Academy Council will consider applications from a teacher during the Summer term for progression at the start of the Autumn term. A teacher may submit one application in any academic year.
- 6.7.3 If a teacher is simultaneously employed at other Learning Trust(s) they may submit separate applications if they wish to apply to be paid on the upper pay range in that Learning Trust or Learning Trusts. This Learning Trust will not be bound by any pay decision made by another Learning Trust.
- 6.7.4 For an application to be successful the teacher will need to demonstrate that they meet all of the teacher standards and the professional skills level descriptors agreed by the Board of Trustees for teachers on the upper pay range (Band 3 – Expert Teacher). The teacher will also need to demonstrate that they have been working at that level for a significant period of at least 1 term prior to the submission of the application and show evidence through recent appraisal statements of sustained skills development.
- 6.7.5 As defined in the School Teachers' Pay and Conditions Document, a teacher being considered for a move onto the Upper Pay Range (Expert Teacher – Band 3) must therefore be able to demonstrate:
- the teacher is highly competent in all elements of the relevant standards; and
 - the teacher's achievements and contribution to the Learning Trust are substantial and sustained.

as exemplified by the Learning Trust's career stage expectations.

In addition, for the purposes of this policy:

- **'highly competent'** includes performance which demonstrates that all aspects of teaching over time are at least good and many aspects are outstanding, including evidence to show that the teacher can provide coaching and mentoring to other teachers, model effective teaching practice and show other teachers how to make a wider contribution to the work of the Learning Trust which supports them to develop their teaching practice and meet the relevant standards;
- **'substantial'** means of significant importance and value to the Learning Trust, being a role model for teaching and learning and making a significant contribution to raising pupil progress and outcomes both in their own classroom and across the Learning Trust;
- **'sustained'** means "maintained continuously over a period of 2 school years" showing teaching practice which has grown over that period and is now consistently good to outstanding.

6.7.6 Employees who are absent long term (including but not limited to maternity leave and long-term sick leave due to a disability) will be eligible to receive pay progression.

Where a teacher is away from school because of maternity leave, it is unlawful for the school to deny that teacher an appraisal and subsequent pay progression decision because of her maternity leave. When a teacher returns to work from maternity leave, the school must give her any pay increase that she would have received, had she not been on maternity leave. The same principle applies for staff who have been on long-term sick leave due to a disability.

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

6.7.8 If successful the teacher will receive confirmation that their application has been successful and that they will move to the upper pay range with effect from 1 September following the date of submission of the application.

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

6.7.10 Any appeal against the decision, which should be submitted within 10 working days, will be considered in line with the Learning Trust's pay appeals procedure set out in Appendix 2.

6.8 Unqualified Teachers

6.8.1 The Academy Council will appoint unqualified teachers to a salary within the main pay range for teachers as set out in the School Teachers' Pay and Conditions Document.

6.8.2 The Academy Council has determined that this should be a point scale as set out in Appendix 3 of this document.

- 6.8.3 A newly appointed unqualified teacher will usually be appointed at any point in the band as determined by the Headteacher.
- 6.8.4 Progression within the range will be subject to a review of the teacher's performance set against the annual appraisal review and the appropriate Teacher Standards. The Academy Council may decide to award **one** increment for sustained high quality performance or more increments where performance has been exceptional. Where performance has not been of a sustained high quality the Academy Council may decide that there should be no pay progression. In such circumstances where a teacher's performance is not at the required level this will be addressed through the Learning Trust's appraisal and possibly capability procedure.
- 6.8.5 The pay review will be completed by 31st October.
- 6.8.6 Where an unqualified teacher obtains qualified teacher status whilst employed by the Learning Trust, they will transfer to a salary within the main pay range for qualified teachers at a salary at least equivalent to the salary they were being paid as an unqualified teacher.
- 6.8.7 The Academy Council may pay additional allowances to an unqualified teacher where, the teacher has either:
- taken on a sustained additional responsibility which is focused on teaching and learning and requires the exercise of a teacher's professional skill and judgment; or
 - gained qualifications or experience which bring added value to the role being undertaken.
- 6.8.8 An unqualified teacher will not be awarded any Teaching and Learning Responsibility payment.

6.9 Early Career Teachers

- 6.9.1 Early Career Teachers (ECT's) - progression will be awarded within the 2 year induction period by means of determining a successful performance review through the statutory induction process.
- 6.9.2 The Academy Council will ensure that ECTs are not negatively affected by the extension of the induction period from one to two years. This change does not prevent an ECT being awarded pay progression to ECTs at the end of the first year.

7 Assimilation to New Scales

- 7.1 There are no implications for assimilation arising from the pay structure agreed in this policy.

8 Supply Teachers

- 8.1 Teachers employed on a short notice or supply basis will have their pay determined in line with the arrangements outlined in this policy for other teachers. Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by 195 (194 days for the school year beginning in 2022). For temporary teachers on short notice this will be multiplied by the number of days to be worked.
- 8.2 Teachers who work less than a full day will be hourly paid and will have their salary calculated by dividing the annual salary by 1265 (1258.5 hours for the school year beginning 2022) to give an hourly rate.
- 8.3 A short notice teacher who is employed by the Learning Trust throughout a consecutive period of 12 months will not be paid any more in respect of that period than they would have if they had been in regular employment throughout the period.
- 8.4 Teachers appointed from a supply agency will be expected to meet the appropriate professional skills level descriptors required for the post. The Learning Trust will reimburse the supply agency at the relevant salary rate applicable to that post i.e., as a teacher, accomplished teacher or expert teacher.

9 Part Time Teachers

- 9.1 Teachers employed on an on-going basis at The Three Rivers Learning Trust, but who work less than a full working day or week are deemed to be part-time. The Three Rivers Learning Trust 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. Additional hours worked by agreement from time to time will be paid at the same rate. Salary for part time staff will be calculated pro rata to the full-time teachers as explained in the STPCD. This will be calculated with reference to the number of hours of timetabled teaching and an additional contractual amount of time for planning preparation and assessment (PPA); plus any teaching duties carried out during non- teaching periods such as assemblies, and any non-contact time allocated for additional responsibilities.

10 Allowances

10.1 Teaching and Learning Responsibility (TLR) Payments

- 10.1.1 TLR payments will be awarded to the holders of the posts indicated in the Learning Trust's staffing structure.
- 10.1.2 TLR payments will be awarded to a teacher on the main scale or upper pay range as detailed in paragraph 6.6.2 where a teacher is required to undertake a sustained additional responsibility within the Learning Trust's staffing structure for ensuring the continued delivery of high quality teaching and learning for which they are accountable. With the exception of sub-paragraphs (c) and (e), which do

not have to apply to the award of TLR3s, before awarding any TLR the Academy Council must be satisfied that the teacher's duties include significant responsibility that is not required of all classroom teachers and that:

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

10.1.3 The Academy Council will award TLR payments within the range prescribed in the School Teacher's Pay and Conditions Document. In this Learning Trust the Board of Directors has determined that TLR payments will be as set out in appendix 3.

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

10.1.5 Posts which attract TLR1 and TLR2 payments, and the amount of those payments, are specified in the Trust's organisation structure. TLR1 and TLR2 payments are permanent while the employee remains in the same post in the organisation structure with the same responsibilities. These payments can only be made on a fixed term basis if a teacher is temporarily covering a post that attracts a TLR payment e.g. as a result of a vacancy, or the secondment or leave of the substantive postholder.

10.1.6 A TLR payment will not be awarded in respect of teaching duties more appropriately recognised under section 10.2 of this policy in respect of Special Educational Needs.

TLR3 payments

10.1.7 The Academy Council may award a fixed-term TLR3 to a classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The annual value of an individual TLR3 must be no less than £600 and no greater than £2,975. The duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3.

10.1.8 The value of any temporary TLR3 will be determined within the above range on an individual basis according to complexity and level of responsibility of the role.

10.1.10 There will be no safeguarding of any temporary TLR3 payments.

10.2 Special Educational Needs (SEN)

10.2.1 The Board of Trustees will not exercise its discretion to award SEN allowances but will review this decision periodically in light of the Learning Trust's needs.

10.3 Recruitment and Retention

- 10.3.1 Headteachers, deputy headteachers and assistant headteachers may not be awarded payments under this provision other than as reimbursement of reasonably incurred housing or relocation costs.
- 10.3.2 Any proposal by a Headteacher to make or extend a recruitment and retention payment based on the criteria below, will require a business case submitted to the Chief Executive Officer.
- Recruitment awards may be paid to attract teachers for a post which it has been, or it is considered difficult to fill; or
 - Retention awards may be paid to teachers to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill.
 - A recognition award may be paid to a teacher who's performance exceeds the Learning Trust's expectations, and which is not recognised through accelerated salary progression in other sections in this policy.
- 10.3.2 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the Learning Trust structure and known staffing changes in the future and would normally be within the range £1,000 - £3,000.
- 10.3.3 The duration of the payment will be determined according to the circumstances of the payment. Initially this may be for a period of 3 years but will be subject to annual review which may extend the period if appropriate.

10.4 Out of Learning Trust Learning Activities

- 10.4.1 Teachers and leaders, other than the Headteacher who undertake agreed voluntary learning activities outside the normal Learning Trust day, and whose salary range does not take account of such activity may be entitled to an additional payment. These must be conducted outside of the teacher's 1265 (1258.5 hours for the school year beginning in 2022) hours (or pro rate equivalent) of directed time per annum. The Academy Council advised by the Headteacher, will consider each case individually before the activity takes place. Such activities may include:
- Holiday revision groups
 - Summer Learning Trusts
 - Additional booster classes (i.e. GCSE re-sit classes)
- 10.4.2 The rate of payment will be determined according to circumstances but will usually be a spot payment of £100 per day. The Board of Trustees will review this decision periodically in light of the Learning Trust's needs.

10.5 Continuing Professional Development

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

10.6 Activities relating to the provision of initial teacher training as part of the ordinary conduct of the Learning Trust

10.6.1 The Board of Trustees / Academy Council will not exercise its discretion to make payments to all teachers including the Chief Executive Officer / Headteachers, who voluntarily undertake Learning Trust-based initial teacher training activities but will review this decision periodically in light of the Learning Trust's needs.

11 Salary Sacrifice

11.1 The Board of Trustees will support salary sacrifice arrangements for teachers in respect of the following:

- Child care vouchers / child care benefit schemes
- Cycle or cyclists' safety equipment scheme

11.2 Participation in any salary sacrifice scheme arrangement will have no effect upon the determination of any safeguarded sum to which the teacher may be entitled.

12 Safeguarding

12.1 The Board of Trustees will apply the salary safeguarding provisions of the School Teachers Pay and Conditions Document.

13 Maternity Payments

13.1 The Burgundy Book stipulates that a member of teaching staff must return to the Learning Trust for a period of thirteen weeks (including school closure period) to qualify for occupational maternity pay. Where a teacher chooses not to return to work for the stipulated period of time, she may have to repay some or all of their maternity pay subject to Board approval.

13. Appeals

13.1 A member of staff may seek a review of any determination in relation to their pay or any decision taken by the Board of Trustees / Academy Council (or committee or individual acting with delegated authority) that affects the pay of the member of staff.

13.2 The Board of Trustees / Academy Council has agreed to consider appeals on the following grounds:

That the person or committee making the decision:-

- incorrectly applied the Learning Trust's Pay Policy;
- incorrectly applied any provision of the Learning Trust Teachers Pay and Conditions Document or other statutory provision;
- failed to have proper regard for 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.

13.3 The procedure for considering appeals is set out in Appendix 2 of this policy.

Part D - Provisions for Support Staff

14 Associate Staff Pay

14.1 Conditions of Service

14.1.2 Performance Pay does not apply to associate staff. Accelerated incremental progression is not available to support staff as it could be contrary to Equal Pay legislation.

14.1.3 The pay and conditions of service for associate staff employed in this Learning Trust are in accordance with the National Joint Council for Local Government Services and those agreed locally and applied by the Learning Trust in accordance with TUPE regulations.

14.2 Pay Scales

14.2.1 The pay scales adopted by the Board of Trustees for associate staff employed in this Learning Trust are as agreed with the Local Authority through the Single Status agreement. A copy of this agreement is available on request.

14.2.2 The Board of Trustees has determined the grade and salary range for all associate staff posts using the agreed job evaluation scheme as outlined in paragraph 14.1.1.

14.3 Starting Salaries

14.3.1 The Academy Council will normally appoint to the minimum of the grade within the pay band for the post, unless the individual member of staff was previously paid under the same conditions of service at a higher salary, in which case the salary offered on appointment may be equivalent to the previous salary, but not exceeding the maximum of the grade. Exceptionally the Academy Council may also consider appointing above the minimum of the grade where previous experience and/ or qualifications or previous salary justify doing so, within the overall grade of the post.

14.4 Incremental Progression

14.4.1 Performance Pay does not apply to associate staff. Accelerated incremental progression is not available to support staff as it could be contrary to Equal Pay legislation.

14.4.2 Incremental progression, will take place on 1 April each year, except where a member of staff starts after 1 October in the previous year, in which case incremental progression will occur at the start of the month following completion of 6 months service and then on 1 April in subsequent years.

14.5 Deductions from Pay

14.5.1 In a case where a member of staff has been paid for work which they have not undertaken e.g., uncertified sickness absence or unapproved leave of absence, the Academy Council may recover the amount from the member of staff. The member of staff will have the right of appeal through the pay appeals procedure if they are unhappy with the decision.

14.6 Acting up Allowances / Additional Responsibilities

14.6.1 Where a member of staff covers the full range of duties of a higher graded post, for a period of 4 weeks the Academy Council will pay that member of staff on the appropriate point on the higher scale (not less than the minimum) for the period of acting up.

14.6.2 Where a member of staff is covering some, but not all of the duties of the higher graded post, the Board of Trustees will consider an honorarium payment, calculated on the difference in salary between the substantive and higher graded post and taking account of the proportion of higher graded work undertaken. In exceptional circumstances Academy Council may wish to recognise this additional work through the award of an additional increment within the pay band.

14.6.3 Where a member of staff is required and they are in agreement to meet a short term excessive workload, to undertake essential tasks within a defined timescale, the Headteacher may give prior approval to the member of staff to work additional hours at their normal hourly rate or to be paid at agreed overtime rates where the weekly hours worked exceed the standard hours for a relevant full time member of associate staff.

14.7 Other Additional Payments

14.7.1 The Academy Council will consider other additional payments for associate staff in accordance with the arrangements set out earlier in this document for teaching Staff, where these are relevant and appropriate to associate staff.

14.8 Apprenticeships

14.8.1 Apprentices will normally be employed on a rate of £6.50 per hour which exceeds the national minimum rate for apprentices. The Academy Council may also consider appointing in line with the minimum apprenticeship pay rate or choose a higher rate within the apprenticeship pay range in order to reflect responsibilities and skills required for certain roles within the Learning Trust.

14.8.2 An apprentice on the minimum rate will be given the following incentives in addition to their annual salary:

- travel expenses to and from work, within a 20-mile radius;
- lunch will be provided from the school canteen;
- where appropriate a uniform and/or laptop will be provided during the period of the apprenticeship.

14.9 Safeguarding

14.9.1 The relevant body will follow the Single Status agreement in circumstances where it is appropriate to protect the pay of support staff. The scheme also details the

circumstances in which staff with protected pay must be allocated additional duties and/or hours to justify that payment.

14.10 Salary Sacrifice

14.10.1 The Academy Council will apply the same arrangements as for teaching staff with the addition of a Car Sacrifice Scheme.

14.11 Appeals

14.11.1 The arrangements for associate staff wishing to appeal pay decisions as outlined for teaching staff but subject to the relevant conditions of service for associate staff as detailed in section 14.1.1 and will follow the procedure outlined in Appendix 2.

14.12 Staff Hardship for Teaching and Associate Staff

14.12.1 In exceptional circumstances staff facing financial hardship, that may impact upon their employment, will be considered for an advance of pay not in excess of one month's net pay and repayable over 12 months direct from salary or immediately repayable on the termination of employment. The Board of Trustees would make a decision following consideration of -

- whether the transaction would be defined as novel or contentious by the Academies Financial Handbook
- would the transaction be seen as providing value for public money
- is the solution affordable
- obtain the trust auditor's opinion on the transaction
- other relevant criteria

The decision of the Board will be subject to the appeals process in the Pay Policy

Appendix 1

Board of Trustees Terms of Reference with regard to the Pay Policy

The Board of Trustees (for the Chief Executive Officer, Chief Operating Officer and Headteachers) / Academy Council (for all other posts) will determine all matters relating to pay and related performance of staff to establish a whole Learning Trust pay policy and to monitor and review the pay policy as necessary (where not delegated to the Chief Executive Officer / Head Teacher).

Committee Membership

The Committee will consist of at least 3 Academy Councilors, elected by the Board of Trustees. The Pay Committee will not include any member of staff employed by the Board of Trustees at the Learning Trust. The quorum for this committee will be 3 Academy Councilors.

Committee Remit

The Academy Councillors have full delegated powers from the Board of Trustees to take all decisions relating to pay in accordance with the approved Learning Trust pay policy.

Specifically this will include:

- (i) Ensuring that the whole Learning Trust pay policy is statutorily compliant, including where relevant the Learning Trust Teachers' Pay and Conditions Document.
- (ii) Reviewing the whole Learning Trust pay policy and making recommendations to the full Board of Trustees for amendment where necessary.
- (iii) Reviewing the Learning Trust pay structure on an annual basis to consider the impact of any changes to nationally recommended pay rates and reporting to the Board of Trustees as appropriate.
- (iv) Ensuring that the policy is applied equitably and consistently for all staff.
- (v) Ensuring that pay decisions are fair and equitable, link with the Learning Trust Appraisal policy and take account of the recommendations of the Chief Executive Officer / Headteacher and where appropriate other members of the Learning Trust leadership team.
- (vi) In accordance with the pay policy, determine appropriate pay ranges for all staff employed in the Learning Trust, including allowances and temporary recruitment and retention payments where appropriate.
- (vii) Review the Learning Trust staffing structure specifically in respect to pay relativities of posts in the structure. Maintain an up to date staffing structure as an appendix to the pay policy.

- (viii) Recommend the annual pay budget, including pay progression to the Academy Council
- (ix) Ensure that external advice is sought where appropriate, particularly in respect of salary matters relating to the posts of Chief Executive Officer / Headteacher.
- (x) Ensure accurate and up to date person specifications and job descriptions are maintained in Learning Trust to inform pay decisions where necessary.
- (xi) Ensure annual pay statements are issued to all staff in accordance with the Learning Trust pay policy.
- (xii) Provide an annual report to the full Board of Trustees summarising pay decisions and issues arising.

Appendix 2

Pay Appeals Procedure

The Board of Trustees has adopted the following procedure to consider any pay appeals. Decision makers, panel members and those hearing an appeal cannot have a family relationship with the member of staff involved and must be replaced by a suitable, unconflicted, person.

Stage 1 - Informal

- 1.1 If, following receipt of the written confirmation of the pay determination and, where appropriate, the basis upon which the decision was made, the member of staff is not satisfied, he / she should seek to resolve this by discussing the matter informally with the decision maker within 10 working days of the decision.
- 1.2 Where this is not possible, or where the member of staff continues to be dissatisfied with the decision, he / she may follow the formal Stage 2 Appeal process.

Stage 2 - Formal

- 2.1 The member of staff should submit a written appeal, setting out the grounds and the detail upon which the pay decision is appealed. This should be sent to the person or committee who made the determination, within 10 working days of the notification of the decision being appealed against, or the outcome of the informal discussion.
- 2.2 The person or committee who made the determination will arrange a hearing, within 10 working days of receipt of the written appeal, at which they will consider the appeal and give the staff member an opportunity to make representations in person and / or be accompanied by a colleague or trade union representative.
- 2.3 Following the hearing the member of staff will be informed in writing of the decision and the right of appeal. Any appeal must be submitted within 10 working days from receipt of written confirmation of the decision.
- 2.4 Any further appeal will be heard by a panel of three trustees who were not involved in the original determination. The appeal will normally be heard within 20 working days of the receipt of the written notification of appeal. The staff member will be given an opportunity to make representations in person and / or be accompanied by a colleague or trade union representative.
- 2.5 The decision of the appeal panel will be given in writing within 10 working days and where the appeal has been rejected this will include a note of the evidence considered and the reasons for the decision.
- 2.6 The decision of the panel will be final. There will be no further right of appeal.

Appendix 3: Pay Scales

Teacher Pay Bandings

Band 1

Point 1	£28,000	Teacher
Point 2	£29,800	
Point 3	£31,750	

Band 2

Point 4	£33,850	Accomplished Teacher
Point 5	£35,990	
Point 6	£38,810	

Band 3

Point 7	£40,625	Expert Teacher (UPS)
Point 8	£42,131	
Point 9	£43,685	

Unqualified Teacher Pay Bandings

Band A

Point 1	£19,340
Point 2	£21,559
Point 3	£23,777

Band B

Point 4	£25,733
Point 5	£27,954
Point 6	£30,172 ** Band 1 Teacher

** These points overlap with Band 1 (Teacher) on the Qualified Teacher scale and therefore the Governing Body will take account of the professional skill level descriptors for those teachers in setting the relevant expectations for an unqualified teacher paid at this level.

TLR Payments

TLR Level 1:

MIN - £ 8,706 MAX - £ 14,732

TLR Level 2:

MIN - £ 3,017 MAX - £ 7,368

2.1 £

TLR Level 3:

Between £600 and £2,975

Range for Headteachers

Group	Range of Spine Points	Salary Range
1	L6 - L18	£50,122 - £66,684
2	L8 - L21	£52,659 - £71,765
3	L11 - L24	£56,796 - £77,237
4	L14 - L27	£61,042 - £83,126
5	L18 - L31	£67,351 - £91,679
6	L21 - L35	£72,483 - £101,126
7	L24 - L39	£78,010 - £111,485
8	L28 - L43	£86,040 - £123,057

Leadership Pay Range

1	£44,305
2	£45,414
3	£46,548
4	£47,706
5	£48,895
6	£50,122
7	£51,470
8	£52,659

9	£53,973
10	£55,360
11	£56,796
12	£58,105
13	£59,558
14	£61,042
15	£62,561
16	£64,225
17	£65,699
18*	£67,351
19	£69,022
20	£70,733
21*	£72,483
22	£74,283
23	£76,122
24*	£78,010
25	£79,949
26	£81,927
27*	£83,956
28	£86,040
29	£88,170
30	£90,365
31*	£92,597
32	£94,898
33	£97,256
34	£99,660
35*	£102,137
36	£104,666
37	£107,267

38	£109,922
39*	£112,601
40	£115,410
41	£118,293
42	£121,258
43*	£123,057

*Please note, points 18, 21, 24, 27, 31, 35, 39 and 43 on the Leadership Pay Range are the salary figures for headteachers at, or moving to, the top of the school group ranges only. These different figures are a legacy of the 2015 STPCD which provided no uplift to the maxima of the eight headteacher group ranges.

Appendix 4: [The Three Rivers Learning Trust - Staffing Structure](#)

Appendix 5: NJC PAY SPINE ASSOCIATE STAFF

Grade	SCP	01-Apr 21		01-Apr 22	
		per annum	per hour	per annum	per hour
	1	£18,333	£9.50	£20,258	£10.50
	2	£18,516	£9.60	£20,441	£10.60
2	3	£18,887	£9.79	£20,812	£10.79
	4	£19,264	£9.99	£21,189	£10.98
3	5	£19,650	£10.19	£21,575	£11.18
	6	£20,043	£10.39	£21,968	£11.39
4	7	£20,444	£10.60	£22,369	£11.59
	8	£20,852	£10.81	£22,777	£11.81
	9	£21,269	£11.02	£23,194	£12.02
	10	£21,695	£11.25	£23,620	£12.24
	11	£22,129	£11.47	£24,054	£12.47
5	12	£22,571	£11.70	£24,496	£12.70
	13	£23,023	£11.93	£24,948	£12.93
	14	£23,484	£12.17	£25,409	£13.17
	15	£23,953	£12.42	£25,878	£13.41
	16	£24,432	£12.66	£26,357	£13.66
	17	£24,920	£12.92	£26,845	£13.91
6	18	£25,419	£13.18	£27,344	£14.17
	19	£25,927	£13.44	£27,852	£14.44
	20	£26,446	£13.71	£28,371	£14.71
	21	£26,975	£13.98	£28,900	£14.98
	22	£27,514	£14.26	£29,439	£15.26
	23	£28,226	£14.63	£30,151	£15.63
7	24	£29,174	£15.12	£31,099	£16.12

	25	£30,095	£15.60	£32,020	£16.60
	26	£30,984	£16.06	£32,909	£17.06
	27	£31,895	£16.53	£33,820	£17.53
	28	£32,798	£17.00	£34,723	£18.00
8	29	£33,486	£17.36	£35,411	£18.35
	30	£34,373	£17.82	£36,298	£18.81
	31	£35,336	£18.32	£37,261	£19.31
	32	£36,371	£18.85	£38,296	£19.85
	33	£37,568	£19.47	£39,493	£20.47
9	34	£38,553	£19.98	£40,478	£20.98
	35	£39,571	£20.51	£41,496	£21.51
	36	£40,578	£21.03	£42,503	£22.03
	37	£41,591	£21.56	£43,516	£22.56
	38	£42,614	£22.09	£44,539	£23.09
10	39	£43,570	£22.58	£45,495	£23.58
	40	£44,624	£23.13	£46,549	£24.13
	41	£45,648	£23.66	£47,573	£24.66
	42	£46,662	£24.19	£48,587	£25.18
	43	£47,665	£24.71	£49,590	£25.70

Appendix 6

[Guidance on setting Executive Pay](#)

Appendix 7 - Leading Practitioner Pay Scale

SPINE POINT	1 SEPT 2020 TO 31 AUG 2021	1 SEPT 2021 TO 31 AUG 2022	1 SEPT 2022 TO 31 AUG 2023
Min 1	£42,402	£42,402	£44,523
2	£43,465	£43,465	£45,639
3	£44,550	£44,550	£46,778
4	£45,658	£45,658	£47,941
5	£46,796	£46,796	£49,136
6	£47,969	£47,969	£50,368
7	£49,261	£49,261	£51,725
8	£50,397	£50,397	£52,917
9	£51,656	£51,656	£54,239
10	£52,983	£52,983	£55,633
11	£54,357	£54,357	£57,075
12	£55,610	£55,610	£58,391
13	£57,000	£57,000	£59,850
14	£58,421	£58,421	£61,343

15	£59,875	£59,875	£62,869
16	£61,467	£61,467	£64,541
17	£62,878	£62,878	£66,022
Max 18	£64,461	£64,461	£67,685