

The logo for Orchard Hill College & Academy Trust features a red stylized house shape with a white ampersand inside. A thick red horizontal line passes behind the text. The text "Orchard Hill College" is on the left and "Academy Trust" is on the right, both in a bold, black, sans-serif font.

**Orchard Hill
College & Academy
Trust**

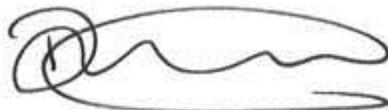
PAY POLICY

The OHC&AT Board of Directors has agreed this Policy and as such, it applies across the organisation – 30th June 2017.

Jay Mercer
Chair of OHCAT Board

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Darren Coghlan
Chair of OHC Board

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Pay Policy

All references to Orchard Hill College and Academy Trust (OHC&AT) include both Orchard Hill College (OHC) and Orchard Hill College Academy Trust (OHCAT) as employers unless otherwise specified.

Please refer to Appendix 3 for details of OHC&AT's executive structure. The OHC&AT Executive Senior Leadership Team comprises: the Principal/CEO; the Executive Head, Quality & Development/Deputy CEO; the Executive Director (Finance); and the Executive Director (Services). For the purposes of this policy, the following generic terms have been used:

- 'Head' refers to Heads, Principals and Executive Heads of Academies/College;
- 'Deputy Head' refers to Deputy Heads and Vice Principals of Academies/College;
- 'Assistant Head' refers to Assistant Heads and Assistant Principals of Academies/College.

1. POLICY AND PURPOSE

Orchard Hill College and Academy Trust (OHC&AT) is committed to providing outstanding educational opportunities for all our pupils and students.

The overall aim of the pay policy is to ensure that all staff are valued and receive recognition for their work and contribution to college/school life.

This policy is based on a whole provision approach and aims to support the OHC&AT Strategy and underpin the Appraisal Policy

The purpose of the policy is to:

- 1.1 enable OHC&AT, as the employer, and the Board to manage the remuneration of staff in a non-discriminatory, responsible and transparent way, which complies with current employment law and internal policy on the fair and equal treatment of employees and with the principles of public life, namely objectivity, openness and accountability.
- 1.2 maintain and improve the quality of education provided for OHC&AT pupils and students by having a pay policy that supports the development plans and reflects the agreed aims of individual establishments.
- 1.3 support the equitable and objective determination of appropriate pay for all staff under the OHC&AT appraisal policy.

- 1.4 provide a staffing structure that will enable each OHC&AT establishment to achieve its aims and objectives as outlined in the strategic plan through the recruitment and retention of a high quality workforce.

OHC&AT is committed to:

- 1.5 reviewing the pay policy annually against the targets set under the development plans, the confines of the agreed budget and the OHC&AT spending priorities.
- 1.6 working within framework documents referred to in staff contracts or formally adopted by OHC&AT, specifically:
 - **for teachers and school leaders:** The School Teachers' Pay and Conditions Document (STPCD), to the extent recognised by the establishment, and statutory regulations affecting the employment and conduct of teaching staff, insofar as they apply to a school with academy status.
 - **for support staff:** National Joint Council (NJC) adopted terms governing pay and conditions which are specific to staff employed by the school/College, and Greater London Provincial Council (GLPC) pay scales.
 - **for College lecturers:** the Local Lecturers' Pay and Conditions Document to the extent recognised by the establishment.
 - **for Managers:** the Lecturers and Management Pay Spine Document to the extent recognised by the establishment.
- 1.7 reviewing this Pay Policy annually and ensuring that all staff have ready access to the up-to-date version.
- 1.8 providing each member of staff with a Job Description (JD) in accordance with the staffing structure agreed by OHC&AT. JDs will be reviewed annually as part of the appraisal process in consultation with the individual employee concerned in order to make reasonable changes where necessary. JDs will identify key areas of responsibility and may contain targets/objectives consistent with the locally agreed development priorities.
- 1.9 promoting equality in all aspects of College/Academy life, in regard to advertising of posts, appointing, promoting and paying staff, training and staff development. With all procedures for determining pay OHC&AT will act with integrity, objectivity and honesty in the best interests of the organisation, will be open about decisions made and actions taken, and will be prepared to explain pay decisions.

- 1.10 OHC&AT will monitor the implementation of this policy and provide information to the Board to allow measurement of the impact of the policy and identification of any trends.
- 1.11 complying with equalities legislation, specifically the following (as amended): the Equalities Act 2010, the Equal Pay Act 1970, the Employment Act 2002, the Part-Time Worker (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, the Employment Act 2002 (Dispute Resolutions) and the Employment Act 2008. OHC&AT will also adhere to the Education Act 2002 and the STPCD.
- 1.12 OHC&AT is committed to adopting the London Living Wage (LLW) across the organisation. Some OHC&AT establishments already offer salaries above the hourly rate set independently and updated annually by the Greater London Authority. For establishments not yet in a position to offer salaries at least matching the LLW, proactive financial planning will be set in place to achieve this goal.

2. OHC&AT REMUNERATION COMMITTEE

- 2.1 The remuneration of the CEO/Principal and senior postholders shall be recommended by the Remuneration Committee to the OHC&AT Board of Directors at its autumn term meeting and implemented in arrears from the preceding September for Academy Heads and in the following January for the CEO, the Executive Senior Leadership Team (ESLT) and the OHC College Head.
- 2.2 The remuneration of Academy Heads and the College Head will be linked to the nationally agreed pay scales for teachers and managers in schools and, in the case of Academies, give due consideration to school group size.
- 2.3 The remuneration of the Principal/CEO of OHCAT and members of the Executive Senior Leadership Team who have a role which spans across the College and the Academy Trust will be managed through the application of a spot salary.
- 2.4 Senior postholders are the Principal of OHC/CEO of OHCAT, the Executive Senior Leadership Team, the Head of Orchard Hill College and the Heads of the organisations which are members of the Academy Trust.
- 2.5 For new senior postholder appointments the Board/CEO will take into account local market rates and other comparable jobs in the Academy/Further Education sector.

SECTION A: PAY ARRANGEMENTS FOR ACADEMIES

3. DETERMINING SALARY FOR NEW APPOINTMENTS

3.1 Classroom Teachers (All Teachers other than Leadership Group)

3.1.1 The Head will determine the pay range for a vacancy prior to advertising. On appointment, this will determine the starting salary within that range to be offered to the successful candidate. Previous salaries are not automatically portable but consideration will be given to previous salary on appointment.

3.1.2 In determining the salary range for a vacant post within the overall minimum and maximum limits provided for within the STPCD, the Head, in consultation with the Executive Head, Quality & Development/Deputy CEO, may take into account a range of factors, including, but not limited to:

- the nature of the post;
- the level of qualifications, knowledge, skills and experience required;
- the wider school context at the time of application;
- equivalency across OHC&AT schools.

3.1.3 The selection panel may, at its discretion, recognise a teacher's upper pay range status, as awarded by another school, without requiring the teacher to reapply separately through the school's procedure. This is provided where there is scope within the established pay range for the post to award a starting salary on the upper pay range and on the condition that there is sufficient evidence collected through the selection process that the teacher meets the relevant criteria (see Section 5).

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

3.1.5 In determining the salary range for a post in which the primary purpose is modelling and leading improvement of teaching skills ('Leading Practitioners'), an individual post range within the overall pay range for Leading Practitioners will be determined, having regard to the challenge and demands of the post as well as internal pay relatives (see Section 6).

3.1.6 Additional allowances, including a recruitment and retention allowance, may be awarded to new appointments, and existing post-holders in the case of retention, where the Head determines this to be appropriate (see Section 9).

3.2 Leadership Group (other than postholders defined in Section 2)

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

3.3 Deputy Head and Assistant Head

- 3.3.1 OHC&AT in collaboration with the Head will determine the salary range for a Deputy Head and Assistant Head and will assign a school group size by reference to the STPCD, taking into account how the role fits into the wider leadership structure of the school, all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations. OHC&AT will assign a five point individual school range (ISR).
- 3.3.2 The maximum of the pay range will not exceed the maximum of the Head group for the school.
- 3.3.3 OHC&AT will only re-determine the pay range of a Deputy or Assistant Head in the circumstances specified in the STPCD.
- 3.3.4 Additional allowances may be awarded to members of the leadership group where OHC&AT deems this to be appropriate.

3.4 Support Staff

- 3.4.1 For the purposes of this document support staff are to include:
- Professional staff including Finance, HR, MIS, IT, Marketing, Clerking
 - Business managers
 - Teaching Assistants/Senior Teaching Assistants/Learning Support Assistants
 - E-learning and Therapy Assistants
 - Nurses
 - Band 5 Therapists
 - Administration staff
 - Receptionists
 - Apprentices **
 - Premises staff
 - Lunchtime supervisors
- 3.4.2 Support staff shall be appointed on an appropriate salary grade for the post, based on the job description prepared by the Head/ESLT or other appropriate person and with regard to the remuneration awarded for similar roles within the school and the Greater London Provincial Council's Job Evaluation scheme.
- 3.4.3 For support staff newly appointed on the OHC&AT Support Staff Pay spine, appointment will normally be made on the minimum of the salary range for the relevant grade. However, the appointment can be made on a salary above the minimum of the range where the appointing manager wishes to recognise particular experience and/or qualifications appropriate to the post, the current salary of the appointee where it exceeds the minimum of the range, or any

particular recruitment difficulties. In determining the specific starting salary for a successful applicant, the selection panel will base its decision on the evidence collected through the selection process, including references.

- 3.4.4 Current employees of OHC&AT who transfer to a post on the same scale as their current scale will transfer on the same salary point.
- 3.4.5 Current employees of OHC&AT who transfer to a promoted post will normally start on the minimum point of the relevant scale. However, if this does not better their current salary by at least one increment, they will be offered the point above their current point.

**Apprentices combine practical training in a job with a formal study programme. Apprentices are paid for their normal working hours (minimum 30 per week) and training that is part of the apprenticeship programme (normally one day per week). Apprentices will work alongside experienced staff in order to learn through their experience. Rates are set by the Government and are subject to review and change in October each year.

3.5 Specialist Skills and Hard to Fill Posts

- 3.5.1 Roles requiring specialist skills will be clearly identified in the organisation structure and appropriate recruitment initiatives will be implemented, which may include overseas recruitment.

3.6 Cover/Casual Staff

- 3.6.1 OHC&AT will apply the same criteria as that in 3.1 for teachers with QTS/QTLS and those who work less than a full day will have their salary calculated and divided by the length of the school day and multiplied by the number of hours worked.
- 3.6.2 Casual support staff will be appointed on the appropriate salary scale for the job with due regard being given to the remuneration awarded for similar roles within the school and the Greater London Provincial Council's Job Evaluation scheme

4. PAY REVIEWS AND PROGRESSION

- 4.1 **All Teachers (including Leadership Group other than those defined in Section 2)**
 - 4.1.1 All teaching staff, including those on the leadership scale, will be provided with a salary statement to take effect from 1 September each year. This statement will contain details of the annual salary plus any allowances or safeguarded sums payable. This will be provided after pay decisions have been ratified by OHC&AT.

- 4.1.2 All eligible teaching staff will have their pay reviewed annually. The LGB Pay Committee will complete the annual pay reviews for all eligible teachers, other than the Head, by 31 October. Where circumstances cause a delay to pay reviews, these will be completed as soon as reasonably possible after the deadline, ensuring affected teachers are regularly updated. Reviews may also take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and, where applicable, will give information about the basis on which it was made.
- 4.1.3 All teachers can expect to receive regular, constructive feedback on their performance and are subject to an annual appraisal that recognises their strengths, informs plans for their future development and helps to enhance their professional practice. All teachers are expected to engage fully with this process. The current arrangements for teacher appraisal are set out in the Appraisal Policy which should be read in conjunction with this policy.
- 4.1.4 Decisions regarding pay progression will be adjusted where appropriate to take into account special circumstances, for example long-term absence resulting from sick leave or maternity leave. A decision on what adjustments may be necessary will be made on a case-by-case basis depending on exact circumstances, and taking into account equality legislation.
- 4.1.5 Pay progression will only be made when at least 26 weeks' service has been completed.

4.2 **Determining Pay Progression for Classroom Teachers**

- 4.2.1 'Classroom teachers' for the purpose of this paragraph, includes all teachers other than the Leadership Group.
- 4.2.2 All decisions regarding pay progression will be made with reference to teachers' appraisal reports and the pay recommendations contained within them. Assessment will be based on evidence from a range of sources (see Appraisal Policy). Although the Academy will establish a firm evidence base in relation to the performance of all teachers, there is a responsibility on individual teachers and appraisers to work together. Teachers should also gather any evidence that they deem is appropriate in relation to meeting their objectives, the Teachers' Standards and any other criteria (i.e. application to be paid on Upper Pay Range) so that such evidence can be taken into account at the review.
- 4.2.3 In the case of newly qualified teachers (NQTs), pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

- 4.2.4 The OHC&AT scheme for determining pay progression for classroom teachers is contained within Appendix 1. This scheme will be applied to pay determinations resulting from evidence collected during the previous appraisal cycle. In short, judgements of performance for movement along main pay range (MPR) will be made against:
- the extent to which a teacher has met their individual appraisal objectives;
 - how the teacher's performance measures against the Teachers' Standards as they apply to the Academy;
 - the teacher's performance in fulfilling any additional teaching and learning responsibility.
- 4.2.5 Teachers' appraisal reports will result in pay recommendations being made by the Head; these recommendations will be considered by the Remuneration Committee, having regard to the appraisal report and taking into account advice from appropriate professionals (for example, middle and senior leader teachers other than the appraiser who may also have responsibility for overseeing an aspect of the teacher's work).
- 4.2.6 The Head will moderate objectives to ensure consistency and fairness; the Head will also moderate performance assessment and pay recommendations to ensure consistency and fairness.
- 4.2.7 In the event that OHC&AT determines that amendments to the scheme are required after publication of this policy, these will be inserted into this pay policy and will be made available to all teachers to inform the next appraisal cycle. Any material amendments will be subject to consultation before they are finalised.
- 4.3 Determining Pay Progression for the Leadership Group (other than those defined in Section 2)**
- 4.3.1 All decisions regarding pay progression for the leadership group will be made by the Head and recommended to the LGB Pay Committee with reference to appraisal reports, the pay recommendations contained within them and benchmarking across the sector. Progression through the leadership scale for teachers in the leadership group will not be automatic.
- 4.3.2 To achieve progression there must be a demonstration of sustained high quality performance, with particular regard to leadership, management and pupil progress at the Academy and a review of performance against appraisal objectives and teacher standards.
- 4.3.3 To be fair and transparent, judgements will be firmly rooted in evidence and there must have been a successful review of performance.

4.4 Determining Pay Progression for Support Staff as defined in Section 3.4

- 4.4.1 OHC&AT will have regard to any national development affecting the pay and conditions arrangements of this group of staff.
- 4.4.2 Support staff will make incremental* progression within their allocated scale, assuming that their performance, as assessed via appraisal, is not causing concern and/ or requiring of significant improvement.
- 4.4.3 Pay progression may be withheld when an employee has performed unsatisfactorily. This will take place only within the context of the Disciplinary and Capability procedures.
- 4.4.4 If OHC&AT considers changing the organisation structure, duties or role of any member of the support staff a revised job profile should be prepared. Changes to pay and allowances of support staff will only be made after consultation with the individuals concerned. Individual members of staff will be notified in writing of any variation to their salaries or job profiles.
- 4.4.5 If there is a change in responsibilities/duties, the ESLT/Head must consider whether this is a change to the core role or specific to a particular situation or member of staff. If the change relates to the core role then it is likely that the changes should be reflected in the job description and if appropriate the post re-evaluated. However, if the change relates to a specific situation for a member of staff, recognition for additional contribution would be through applying either an honorarium or acting-up allowance.

*OHC increments are paid annually. OHCAT increments are paid in accordance with Green Book conditions.

5. MOVEMENT TO THE UPPER PAY RANGE FOR SCHOOL TEACHERS

5.1 General Points

- 5.1.1 Any qualified school teacher may apply to be paid on the upper pay range and any such application will be assessed in accordance with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.
- 5.1.2 If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). OHC&AT will not be bound by any pay decision made by another school.

5.2 Application and Evidence

5.2.1 One application may be submitted annually. The closing date for applications is normally 30th September each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave.

5.2.2 The process for applications is:

- Complete the Academy's application form.
- Submit the application form and supporting evidence to the Head by the cut-off date of 30th September.
- The applicant will receive notification of the name of the assessor within 5 working days.
- The assessor will assess the application, which will include a recommendation to OHC&AT.
- The application, evidence and recommendation will be passed to the Head for moderation purposes, if the Head is not the assessor.
- The Executive Head, Quality & Development/Deputy CEO will make the final decision, advised by the Head.

5.2.3 All applications will include the results of recent appraisals, including any recommendation on pay. The evidence should usually cover at least the previous two year period. Employees who have been absent from work, for example due to maternity leave or extended sickness absence, will be able to use earlier appraisal evidence in support of their application and a written statement and summary of evidence from a three-year period designed to demonstrate that they have met the assessment criteria.

5.2.4 Applications should be made by submitting a brief covering letter confirming the request to apply to be paid on the upper pay range, referring to the relevant appraisal reports and any other evidence the applicant wishes to have considered.

5.3 Assessment

5.3.1 An application from a qualified teacher will be successful where the Executive Head, Quality & Development/Deputy CEO is satisfied that:

- a) The teacher is 'highly competent' in all elements of the relevant standards; *and*
- b) The teacher's achievements and contribution to the Academy are 'substantial' and 'sustained'.

For the purposes of this Pay Policy and in the Academy, this means:

c) Highly Competent: performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the Academy, in order to help them meet the relevant standards and develop their teaching practice.

d) Substantial: the teacher's achievements and contribution to the Academy are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of pupils/students, but also in making a significant wider contribution to academy improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.

e) Sustained: the teacher must have had two consecutive successful appraisal reports at the Academy (either 'exceeded' or 'met') and have made good progress towards their objectives during this period (see the exceptions previously noted e.g. maternity/sick leave). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is never less than consistently good to outstanding.

5.4 Notification and Feedback

5.4.1 Teachers will receive written notification of the outcome of their application by 31st October. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see below).

5.4.2 If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 academy working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.

5.4.3 Unsuccessful applicants can appeal against the decision. The appeals procedure is set out in this policy (see Section 14).

5.5 Pay Progression for Successful Applicants

5.5.1 Successful applicants will be moved onto the upper pay range backdated from 1 September. Teachers who have successfully applied to access the upper pay range will be placed on the minimum of the range.

6. LEADING PRACTITIONER PAY (ACADEMIES)

- 6.1 The primary purpose of a Leading Practitioner is to model and lead improvement of teaching skills.
- 6.2 Leading Practitioners must be an exemplar of teaching skills, lead the improvement of teaching skills at the Academy and carry out the professional responsibilities of a teacher other than the Head, including those responsibilities delegated by the Head.
- 6.3 Leading Practitioners must take a leadership role in developing, implementing, and evaluating policies and practice in their workplace that contributes to the Academy's improvement. This might include:
- coaching, mentoring and induction of teachers, including trainees and newly qualified teachers;
 - disseminating materials and advising on practice, research and continuing professional development provision;
 - assessment and impact evaluation, including through demonstration lessons and classroom observation;
 - coaching teachers who are experiencing difficulties.
- 6.4 They may also be required to undertake this role in other schools or in relation to teachers from other schools.
- 6.5 Leading Practitioners are paid in accordance with the pay range for Leading Practitioners as set out in the current STPCD. The number of posts and pay ranges are defined in the staff structure agreed by the Executive Head, Quality & Development/Deputy CEO and the Head.

7. UNQUALIFIED TEACHERS' PAY (ACADEMIES)

- 7.1 In order to meet the objective of recruiting a high quality workforce, the Academy will generally seek not to recruit unqualified teachers. However, the Head will (within the parameters of the staffing structure agreed with OHC&AT) make a recommendation for a vacancy prior to advertising it and will be required to provide appropriate justification for the potential recruitment of an unqualified teacher.
- 7.2 The Head will recommend where a newly appointed unqualified teacher will enter the Unqualified Teachers' scale, having regard to any qualifications or experience s/he may have, which the Head considers to be of value.

7.3 The Head will consider whether they wish to pay an additional allowance where they consider, in the context of the Academy's staffing structure, that the unqualified teacher will be required to take sustained additional responsibility which:

- is focused on teaching and learning *and*
- requires the exercise of a teacher's professional skills and judgement or qualifications or experience, which bring added value to the role being undertaken.

7.4 In order to progress through the unqualified teacher range, unqualified teachers will need to show they have made good progress towards their objectives. There is a requirement that existing unqualified teachers within the Academy will commit to obtaining Qualified Teacher Status (QTS) within three years.

7.5 Failure to gain QTS may lead to the termination of the contract of employment.

8. UNQUALIFIED TEACHERS WHO BECOME QUALIFIED

8.1 Upon obtaining QTS, the individual will be transferred to a salary within the main pay range for teachers. Where the teacher continues to be employed by OHC&AT, the teacher will be paid a salary, which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum).

9. ALLOWANCES AND OTHER PAYMENTS (TEACHING STAFF)

OHC&AT reserves the right to pay additional allowances which fall outside the terms of the STPCD for hard to fill posts or to retain staff in such posts.

9.1 Acting Allowances

9.1.1 Acting allowances are payable to teachers who are assigned and carry out the duties of Head, Deputy Head or Assistant Head. OHC&AT will, within a four week period of the commencement of acting duties at Head or Deputy Head level, determine whether or not the acting post holder will be paid an allowance. At Assistant Head level, the Head will make this decision. 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.

9.1.2 Any teacher who carries out the duties of Head, Deputy Head or Assistant Head, for a period of four weeks or more, will be paid at an appropriate rate with respect to the Head, Deputy Head or Assistant Head's salary, as determined by OHC&AT. Payment will be backdated to the commencement of the duties.

9.1.3 For as long as an acting allowance is being paid, the teacher will be expected to undertake the professional responsibilities applicable to a Head, Deputy Head or Assistant Head and work to the relevant teachers' standards.

9.2 Teaching and Learning Responsibility Payments (TLRs)

9.2.1 The Head may recommend the award of a TLR to a classroom teacher where their duties include a significant responsibility that is not required of all classroom teachers and that:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgement;
- requires the teacher to lead, manage and develop a subject or curriculum area or to lead and manage pupil development across the curriculum;
- has an impact on educational progress of pupils other than the teacher's assigned class or group of pupils; *and*
- involves leading, developing and enhancing the teaching practice of other staff.

9.2.2 In addition to the above, the award of a TLR may also require the teacher to have line management responsibility for other colleagues.

9.2.3 TLR 1 and 2 are permanent allowances linked to the post and safeguarded criteria apply as outlined in the STPCD if the post no longer requires the TLR.

9.2.4 The Head may recommend the award of a TLR3 for clearly time-limited academy improvement projects, or one-off externally driven responsibilities as set out in the above criteria except the line management criteria.

9.2.5 The Head 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. No safeguarding will apply in relation to an award of a TLR3.

9.2.6 The Head will ensure that written notification of the TLR3 is provided in a revised pay statement, which includes the value of the TLR3 allowance and the fixed duration for which it will be paid. Where a TLR3 is awarded to a part-time teacher it will be paid on a pro-rata basis. No pay protection will apply upon the termination of this temporary fixed term allowance.

9.2.7 All job descriptions will be annually reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the above criteria.

9.2.8 TLRs may not be awarded to leadership group post holders or unqualified teachers.

9.2.9 A single TLR cannot be shared between 2 full time teachers but it can be shared between 2 part time teachers if the TLR is required on a full-time basis

9.3 **Special Educational Needs (SEN)**

9.3.1 A SEN allowance will be paid to eligible classroom teachers under the provisions of the STPCD. The STPCD sets maximum and minimum values for such payments (below). Where an SEN allowance is paid the spot value will be determined by taking account of the Academy's SEN provision and:

- whether any mandatory qualifications are required for the post;
- the qualifications or expertise of the teacher relevant to the post; and
- the nature and level of challenge of the post related to that of other teachers in the school.

9.4 **Recruitment and Retention Allowances**

9.4.1 The Head will, in exceptional circumstances, consider the award of a recruitment or retention allowance for posts where there are anticipated or actual recruitment and/or retention difficulties. In determining whether a post will be eligible for a recruitment and retention allowance the Head will take into account the following factors:

- whether the post is in a nationally recognised shortage subject area;
- whether the post has had to be re-advertised due to insufficient quantity and/or quality of applicants;
- whether previous recruitment to posts of a similar nature has proven difficult;
- whether there has been a high rate of staff turnover;
- any other relevant circumstance that the Head believes is having a detrimental impact on the recruitment and retention of staff.

9.4.2 Where such an incentive or benefit is awarded the Head will determine:

- whether the award is for recruitment or retention;
- the nature of the award and its value;
- when/how it will be paid*;
- the start date and expected duration of the award (unless it is a one-off award);
- the review date after which the award may be withdrawn;
- the basis for any uplift that may be applied.

(* Allowances may be paid monthly, paid wholly or in part as a lump sum subject to satisfactory completion of service in the previous year, or paid by a combination of the two methods).

9.4.3 Recruitment and retention allowances cannot be paid to the leadership group except where they relate to a reimbursement of reasonably incurred housing or relocation costs. Any other recruitment and retention considerations will be taken into account when determining the leadership pay range.

9.5 **Allowances for Unqualified Teachers**

9.5.1 Unqualified teachers are not permitted to hold TLR allowances.

9.5.2 The Head may, however, exercise discretion to determine that an additional allowance is payable to an unqualified teacher if the teacher has:

- a sustained additional responsibility which is focused on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or
- qualifications or experience, which bring added value to the role being undertaken.

9.6 **Additional Payments**

9.6.1 In exceptional and rare cases the Head may authorise payments to any member of the teaching staff who participates in:

- approved out of school hours learning activities;
- initial teacher training activities;
- continuing professional development activities outside of the school day.

9.6.2 Such payments will only be applicable in respect of those activities undertaken outside of the 1265 hours of directed time for full-time teachers (or the appropriate proportion of the 1265 hours of directed time for part-time teachers).

9.6.3 Payment will be calculated on a daily basis at 1/195th of the teacher's actual salary.

9.7 **Provision of Services by the Head to Other Schools**

9.7.1 OHC&AT reserves the right to exercise its discretion to make payments to the Head and/or other teachers in relation to additional responsibilities or activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more schools.

10. PART TIME SCHOOL TEACHERS

10.1 Teachers employed on an ongoing basis at OHC&AT but who work less than a full working week are determined to be part time. OHC&AT will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the Academy's timetabled teaching week for a full time teacher in an equivalent post. The Head will use their best endeavours to ensure that all part time employees are treated no less favourably than a full-time comparator.

11. SHORT NOTICE / SUPPLY TEACHERS

11.1 Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days, periods of employment for less than a day being calculated pro-rata.

12. SALARY SACRIFICE SCHEMES

12.1 Where an employee opts into a salary sacrifice arrangement (e.g. childcare voucher scheme) their gross salary will be reduced accordingly.

13. PAY PROTECTION

13.1 Where a pay determination leads or may lead to the start of a period of pay protection, OHC&AT will comply with the relevant provisions of the STPCD and will give the required notification as soon as possible and no later than one month after the determination.

14. PAY APPEALS

14.1 Appeal Procedure

14.1.1 In the event of an employee seeking reconsideration of a pay decision, he or she should first seek to resolve the matter informally through discussion with the decision-maker within five working days of the decision.

14.1.2 Where this is not possible, or the matter is still unresolved, the employee may set down in writing the grounds for questioning the pay decision and send it to the reviewer within ten working days of the outcome of the informal stage discussion.

14.1.3 The Head will invite the employee to a meeting to review their appeal, within ten working days of receipt of the written appeal, in order to consider the appeal and give the staff member an opportunity to make representations in person. Following the meeting, the employee should be informed in writing within five working days of the decision and the right to appeal the decision.

14.2 Appeal Hearing

14.2.1 Should an employee be dissatisfied with the outcome of the appeal meeting they should set down clearly in writing the grounds for questioning the pay decision and send it to the Clerk to the Governors, OHC&AT, within ten working days of the appeal meeting.

14.2.2 The grounds on which an appeal will be accepted are that the Head by whom the pay decision was made is claimed to have:

- incorrectly applied any provision in the School Teachers' Pay & Conditions Document/Greater London Provincial Council Job Evaluation Scheme
- failed to have proper regard to statutory guidance;
- failed to take proper account of relevant evidence;
- taken account of irrelevant or inaccurate evidence;
- been biased and/or unlawfully discriminated against the employee.

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

14.2.4 The employee will be invited to an appeal hearing heard by an appeals panel who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification. The employee will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision within five working days. The appeals panel's decision is final.

14.2.5 If, for any reason, the employee or their chosen companion cannot attend the appeal meeting or hearing on the date given, they must advise the chair of the meeting so that another date can be arranged but this should be *no more than five working days* after the originally proposed date. In such cases, the appropriate member of the meeting/panel will write to confirm the rearranged date. If an appeal has been rescheduled and the employee fails to attend, send a representative on their behalf or make a written submission, the meeting chair will be entitled to conclude that the employee has decided not to proceed, and no further action will be taken.

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

SECTION B: PAY ARRANGEMENTS FOR COLLEGE

15. DETERMINING SALARY FOR NEW APPOINTMENTS

15.1 Lecturers

15.1.1 OHC&AT will work within the Local Lecturers' pay and conditions of service for college lecturers and the framework of this pay policy as appropriate.

15.1.2 OHC&AT will wish to take into account any national development affecting the pay and conditions arrangements of this group of staff.

15.2 Managers and Therapists (Band 6/7)

15.2.1 OHC&AT will work within the Local Lecturers' pay and conditions of service for college lecturers and the framework of this pay policy as appropriate.

15.2.2 OHC&AT will wish to take into account any national development affecting the pay and conditions arrangements of this group of staff

15.3 Specialist Skills and hard to fill posts

15.3.1 Roles requiring specialist skills will be clearly identified in the organisation structure and appropriate recruitment initiatives will be implemented.

16. PAY REVIEWS AND PROGRESSION

16.1 Determining Pay Progression for Lecturers and Management posts

16.1.1 Lecturing staff and managers on the lecturer/management scale will progress one point on the Lecturers Scale/Management scale annually. Staff employed in these posts are required to participate in the appraisal process.

16.1.2 Pay progression may be withheld when an employee has performed unsatisfactorily. This will take place only within the context of the Disciplinary and Capability procedures.

16.2 Determining Pay Progression for Support Staff as defined in Section 3.4

16.2.1 OHC&AT will have regard to any national development affecting the pay and conditions arrangements of this group of staff.

16.2.2 Support staff will make annual incremental progression within their allocated scale, assuming that their performance, as assessed via appraisal, is not causing concern and /or requiring of significant improvement.

16.2.3 Pay progression may be withheld when an employee has performed unsatisfactorily. This will take place only within the context of the Disciplinary and Capability procedures.

16.2.4 If OHC&AT considers changing the organisation structure, duties or role of any member of the support staff a revised job profile should be prepared. Changes to pay and allowances of support staff will only be made after consultation with the individuals concerned. Individual members of staff will be notified in writing of any variation to their salaries or job profiles.

16.2.5 If there is a change in responsibilities/duties, the Head must consider whether this is a change to the core role or specific to a particular situation or member of staff. If the change relates to the core role then it is likely that the changes should be reflected in the job description and if appropriate the post re-evaluated. However, if the change relates to a specific situation for a member of staff recognition for additional contribution would be through applying either an honorarium or acting-up allowance.

17. ALLOWANCES

17.1 Recruitment and Retention Allowances

17.1.1 The Head will, in exceptional circumstances, consider the award of a recruitment or retention allowance for posts where there are anticipated or actual recruitment and/or retention difficulties. In determining whether a post will be eligible for a recruitment and retention allowance the Head will take into account the following factors:

- whether the post is in a nationally recognised shortage subject area;
- whether the post has had to be re-advertised due to insufficient quantity and/or quality of applicants;
- whether previous recruitment to posts of a similar nature has proven difficult;
- whether there has been a high rate of staff turnover;
- any other relevant circumstance that the Head believes is having a detrimental impact on the recruitment and retention of staff.

17.1.2 Where such an incentive or benefit is awarded the Head will determine:

- whether the award is for recruitment or retention;
- the nature of the award and its value;
- when / how it will be paid*;

- the start date and expected duration of the award (unless it is a one-off award);
- the review date after which the award may be withdrawn;
- the basis for any uplift that may be applied.

(* Allowances may be paid monthly, paid wholly or in part as a lump sum subject to satisfactory completion of service in the previous year, or paid by a combination of the two methods).

17.1.3 Recruitment and retention allowances cannot be paid to the leadership group except where they relate to a reimbursement of reasonably incurred housing or relocation costs. Any other recruitment and retention considerations will be taken into account when determining the leadership pay range.

18. SALARY SACRIFICE SCHEMES

18.1 Where an employee opts into a salary sacrifice arrangement (e.g. childcare voucher scheme) their gross salary will be reduced accordingly.

19. PAY APPEALS

19.1 Appeal Procedure

19.1.1 In the event of an employee seeking reconsideration of a pay decision he or she should first seek to resolve the matter informally through discussion with the decision-maker within five working days of the decision.

19.1.2 Where this is not possible, or the matter is still unresolved, the employee may set down in writing the grounds for questioning the pay decision and send it to the reviewer within ten working days of the outcome of the informal stage discussion.

19.1.3 The Head will invite the employee to a meeting to review their appeal, within ten working days of receipt of the written appeal, in order to consider the appeal and give the staff member an opportunity to make representations in person. Following the meeting, the employee should be informed in writing within five working days of the decision and the right to appeal the decision.

19.2 Appeal Hearing

19.2.1 Should an employee be dissatisfied with the outcome of the appeal meeting they should set down clearly in writing the grounds for questioning the pay decision and send it to the Clerk to the Governors, OHC&AT, within ten working days of the Appeal Meeting.

19.2.2 The grounds on which an appeal will be accepted are that the Head by whom the pay decision was made are claimed to have:

- incorrectly applied any provision in the School Teachers' Pay & Conditions Document/Greater London Provincial Council Job Evaluation Scheme
- failed to have proper regard to statutory guidance;
- failed to take proper account of relevant evidence;
- taken account of irrelevant or inaccurate evidence;
- been biased and/or unlawfully discriminated against the employee.

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

19.2.4 The employee will be invited to an Appeal Hearing heard by an appeals panel who were not involved in the original determination, normally within 20 working days of the receipt of the written appeal notification. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision within five working days. The appeals panel's decision is final.

19.2.5 If, for any reason, the employee or their chosen companion cannot attend the appeal meeting or hearing on the date given, they must advise the chair of the meeting so that another date can be arranged but this should be *no more than five working days* after the originally proposed date. In such cases, the appropriate member of the meeting/ panel will write to confirm the re-arranged date. If an appeal has been rescheduled and the employee fails to attend, send a representative on their behalf or make a written submission, the meeting chair will be entitled to conclude that the employee has decided not to proceed, and no further action will be taken.

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

20. MONITORING AND REVIEW

20.1 OHC&AT will monitor the application of the Pay Policy and Appraisal Procedure across all Academies/College to ensure consistency of application. OHC&AT will review the operation of this scheme on an annual basis and reserves the right to change the scheme at any time, subject to prior consultation.

20.2 Staff will be notified of any changes which may affect their future pay progression. OHC&AT will consider its approach in the light of College/Academy budgets and ensure that appropriate funding is allocated for pay progression at all levels.

POLICY REVIEW DETAILS

<i>Version:</i>	1.4
<i>Reviewer:</i>	OHC&AT ESLT / HR
<i>Approval body:</i>	Family Board
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RELATED POLICIES AND PROCEDURES

Appraisal Procedure
Capability Procedure
Disciplinary Policy
Recruitment Policy
School Teacher Cover Policy

GLPC Job Evaluation Scheme
School Teachers Pay and Conditions
Burgundy Book
Green Book
Local Pay and Conditions
Soulbury Pay Agreement

APPENDIX 1: PAY PROGRESSION FOR SCHOOL CLASSROOM TEACHERS PERFORMANCE REVIEW PROCEDURE

Pay Progression for Classroom Teachers (Academies)

This appendix explains how pay progression will be determined for classroom teachers with effect from 1 September 2016.

Pay Structure

OHC&AT recognises, and adheres to, the minimum and maximum of the established pay ranges as outlined in the School Teachers' Pay and Conditions Document (STPCD).

For the purposes of determining pay progression, OHC&AT uses reference points within the minimum and maximum as outlined in the tables below.

Appraisal Reports and Performance Ratings

As outlined in Section 4, all teachers can expect to receive an annual appraisal and a written appraisal report including an assessment of performance. The details of how the scheme will operate, including evidence which will be used to assess performance, are contained within the Appraisal Procedure. The appraisal report will include an overall performance rating for the purposes of determining pay progression.

These performance ratings are subject to moderation in accordance with the arrangements outlined in the Appraisal Procedure. Pay progression for teachers on the Main Pay Range will be dependent upon the outcomes of the appraisal process which will consist of:

- a) Appraisal reviews against agreed objectives
- b) Appraisal against the Teacher Standards
- c) Lesson observation records
- d) Progress and outcomes data
- e) Any other relevant data senior leaders may wish to utilise
- f) Any relevant evidence of wider positive contribution to school development and ethos.

The main pay range at the Academy is divided into 12 points. Teachers can progress between 0 and 4 points each year depending on performance.

The following judgements will be made as part of the annual pay recommendation for each teacher on the main pay range (MPR):

- **Exceeds:** If a teacher exceeds the teachers' standards as they apply to the Academy, their appraisal objectives and (if applicable) expected TLR performance, then progression will be deemed to be 'enhanced' (i.e. at least 3 points on the 12 point scale).
- **Meets:** If a teacher meets the teachers' standards as they apply to the Academy, their appraisal objectives and (if applicable) expected TLR performance, then progression will be deemed to be 'standard' (i.e. 2 points on the 12 point scale).
- **Not fully met:** If the performance of a teacher does not fully meet the teachers' standards as they apply to the Academy, their appraisal objectives and (if applicable) expected TLR performance, then progression will be 'reduced' (i.e. 1 point on the 12 point scale).
- **Not met:** If the performance of a teacher falls some way short of teachers' standards as applied to the Academy, their appraisal objectives and (if applicable) expected TLR performance, then the recommendation will make clear that there is no pay progression (but without implying the need for capability procedure).
- **Capability:** If the performance of a teacher falls short of acceptable professional standards, appraisal objectives are not met or (if applicable) TLR performance is inadequate, then the Academy should be initiating capability procedures.

For all targets that relate to the quality of teaching and/or pupil achievement and progress:

For teachers in their first or second year after full qualification ('NQT+1' and 'NQT+2'), the following criteria apply for the standard of teaching, marking and student progress:

- **Exceeds:** the standards of teaching, marking and students' progress are consistently good or outstanding
- **Meets:** the standards of teaching, marking and students' progress are often good but some aspects require improvement
- **Not fully met:** the standards of teaching, marking and students' progress often requires improvement but some aspects are good
- **Not met:** the standards of teaching, marking and students' progress require significant improvement with few or no aspects that are good

For teachers in their third year or more after full qualification ('NQT+3'), the following criteria apply for the standard of teaching, marking and student progress:

- **Exceeds:** the standards of teaching, marking and student progress are consistently outstanding
- **Meets:** the standards of teaching, marking and student progress are consistently good
- **Not fully met:** the standards of teaching, marking and student progress are overall inconsistent, sometimes good but often requiring improvement
- **Not met:** the standards of teaching, marking and student progress overall require improvement

For all targets that relate directly to objectives other than the quality of teaching and/or pupil achievement and progress:

- **Exceeds:** the assessment criteria and evidence base for the stated objective have been completed significantly ahead of the time limit and/or in significantly greater numbers than the quantity stated in the assessment criteria and evidence base
- **Meets:** the assessment criteria and evidence base for the stated objective have been completed within the stated time limit and/or in the quantity stated in the assessment criteria and evidence base
- **Not fully met:** some aspects of the assessment criteria and evidence base for the stated objective have been completed within the stated time limit and/or in the quantity stated in the assessment criteria and evidence base. Some aspects have either not been completed or have been completed significantly after the stated time limit and/or in significantly fewer numbers than the quantity stated in the assessment criteria and evidence base
- **Not met:** the assessment criteria and evidence base for the stated objective have either not been completed or have been completed significantly after the stated time limit and/or in significantly fewer numbers than the quantity stated in the assessment criteria and evidence base

In the case of NQTs whose appraisal arrangements are different, pay decision will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made with recourse to the capability procedure.

Pay scales

School Classroom Teachers' Main Pay Range

OHC&AT will use the below reference point pay range for school classroom teacher posts effective from 1st September 2016:

Reference scale point	Outer London Value from 01.09.2016	Inner London Value from 01.09.2016
1	£26,139	£28,098
2	£26,949	£28,831
3	£27,759	£29,563
4	£28,618	£30,334
5	£29,477	£31,103
6	£30,389	£31,915
7	£31,302	£32,724
8	£32,630	£33,985
9	£33,957	£35,242
10	£35,252	£36,242
11	£36,544	£37,242
12	£36,906	£38,241

For main pay range teachers who do not have additional responsibilities and who already earn more than £36,906 for outer London or £38,241 for Inner London per annum, the Head and the LGB Pay Committee will determine whether safeguarding protection will apply or whether salary top-ups in the form of recruitment retention payments are appropriate.

Upper Pay Range

OHC&AT has established the following pay range, effective from 1st September 2016, for teachers who have been assessed by the Academy as meeting the standards of payment for the Upper Pay Range:

Reference Scale Point	Outer London Value from 01.09.2016	Inner London Value from 01.09.2016
UPR1	£39,127	£43,184
UPR2	£39,852	£44,245
UPR3	£40,575	£45,306
UPR4	£41,326	£46,069
UPR5	£42,077	£46,829

The Head will recommend whether there should be any movement on the five point Upper Pay Range. In making such a recommendation, they will take into account:

- a) the evidence base, which should show that the teacher has had a successful appraisal (either 'exceeded' or 'met') and has made good progress towards objectives;
- b) evidence that the teacher has maintained the application assessment criteria set out above, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the Academy are substantial and sustained.

This recommendation then has to be agreed by the LGB's Pay Committee. Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher.

Once on the UPR, where it is clear that the evidence shows the teacher has made good progress i.e. they continue to maintain the criteria set out above and have made good progress towards their objectives, the Head will recommend whether there should be any single-point movement on the Upper Pay Range. This recommendation then has to be agreed by the LGB's Pay Committee.

Where it is clear from the evidence that the teacher's performance is exceptional in relation to the criteria set out above, and where the teacher has exceeded their objectives, the Head will use their flexibility to recommend 'enhanced' progression along the UPR. Teaching quality should be never less than typically 'outstanding' over time in the professional judgement of the Head. This recommendation then has to be agreed by the LGB's Pay Committee.

The LGB Pay Committee will be advised by the Head in making all such decisions and will be able to objectively justify its pay decisions.

Progression to UPR is permanent, while the teacher remains in the same post or takes up another post at the Academy of equivalent responsibility.

Leading Practitioner Pay Range

Pay progression for teachers on the Leading Practitioner pay range will be dependent upon the outcomes of the appraisal process which will consist of:

- Appraisal against agreed objectives
- Appraisal against the Teacher Standards
- Lesson observation records
- Progress data
- Any other relevant data staff may wish to utilise
- Any relevant evidence of wider positive contribution to school development and ethos.

OHC&AT will use the below reference point pay range for Leading Practitioners from 1 September 2016.

Reference Scale Point	Outer London Value from 01.09.2016	Inner London Value from 01.09.2016
1	£42,077	£46,350
2	£43,055	£47,330
3	£44,049	£48,332
4	£45,074	£49,350
5	£46,120	£50,401
6	£47,195	£51,476
7	£48,386	£52,667
8	£49,429	£53,709
9	£50,584	£54,862
10	£51,806	£56,083
11	£53,066	£57,344
12	£54,233	£58,501
13	£55,503	£59,778
14	£56,801	£61,084
15	£58,138	£62,416
16	£59,605	£63,886
17	£60,905	£65,185
18	£62,361	£66,638

Unqualified School Teacher Pay Range

In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives. There is a requirement that existing unqualified teachers at the Academy will commit to obtaining

QTS (Qualified Teacher Status) within three years. The Head should make special representation on individual cases. The school will provide appropriate professional development in order to support staff members to this effect. Failure to gain QTS may lead to the termination of the contract of employment.

Judgments will be firmly rooted in evidence and should demonstrate:

- an improvement in teaching skills
- an increasing positive impact on pupil progress
- an increasing impact on wider outcomes for pupils
- improvements in specific elements of practice identified to the teacher
- an increasing contribution to the work of the Academy
- an increasing impact on the effectiveness of staff and colleagues

If the evidence shows that a teacher has exceptional performance, the Head will use their flexibility and discretion to recommend enhanced progression within the UQT pay range. This recommendation then has to be agreed by the LGB Pay Committee.

Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The LGB Pay Committee will be able to objectively justify its decisions.

An unqualified teacher cannot make pay progression within the qualified teacher main pay range. However, recruitment and retention payments may be considered where appropriate.

An Unqualified School Teacher who becomes Qualified

Upon obtaining qualified teacher status, an unqualified teacher will be transferred to a salary within the Main Pay Range for Teachers. Where the teacher continues to be employed by OHC&AT, the teacher will be paid a salary which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum).

OHC&AT will use the below reference points pay range for Unqualified Teacher posts effective from 1st September 2016:

Reference Scale Point	Outer London Value from 01.09.2016	Inner London Value from 01.09.2016
1	£19,553	£20,701
2	£21,469	£22,615
3	£23,384	£24,530
4	£25,301	£26,444

TLR payments

OHC&AT will use the below pay range for TLR payments effective from 1st September 2016:

TLR 1	Range
1a	£12,898
1b	£9,792
1c	£7,622
TLR 2	£2,640-£6,450 Range
2a	£6,450
2b	£4,907
2c	£2,640
TLR 3	£523-£2,603 Range

There should be a minimum £1500 differential between points in the range.

Special Educational Needs (SEN)

The Head (subject to the scrutiny of the LGB Pay Committee) will award a SEN spot value allowance on a range of between £2,085 and £4,116. The bottom value (£2,085) is awarded on appointment and the upper value (£4,116) is awarded if:

- the teacher obtains a SEN or other relevant (as determined by governors) additional qualification, **or**
- the teacher completes three (appraisal related) years in the post (i.e. progress related to appraisal objectives is at least 'met'), whichever is sooner.

APPENDIX 2: PAY SPINES AND PAY SCALES

Support staff (as defined in paragraph 3.4)

Reference Scale Point	Outer London Salary from 01.04.17	Inner London Salary from 01.04.17
5	£18,330	£18,330
6	£18,330	£18,330
7	£18,330	£18,384
8	£18,330	£18,747
9	£18,330	£19,050
10	£18,330	£19,311
11	£18,357	£19,347
12	£18,375	£19,665
13	£18,396	£20,001
14	£18,657	£20,310
15	£18,936	£20,580
16	£19,281	£20,907
17	£19,623	£21,252
18	£19,917	£21,546
19	£20,598	£22,218
20	£21,276	£22,902
21	£21,984	£23,610
22	£22,506	£24,135
23	£23,115	£24,738
24	£23,802	£25,437
25	£24,510	£26,136
26	£25,242	£26,865
27	£26,019	£27,654
28	£26,805	£28,440
29	£27,801	£29,424
30	£28,668	£30,294
31	£29,517	£31,140
32	£30,324	£31,953
33	£31,170	£32,802
34	£31,998	£33,627
35	£32,628	£34,254
36	£33,444	£35,070
37	£34,338	£35,961
38	£35,286	£36,912
39	£36,372	£38,007
40	£37,293	£38,919
41	£38,229	£39,855

42	£39,147	£40,785
43	£40,086	£41,718
44	£41,025	£42,651
45	£41,898	£43,530
46	£42,876	£44,496
47	£43,815	£45,438
48	£44,751	£46,377
49	£45,666	£47,292
50	£46,608	£48,234
51	£47,544	£49,176
52	£48,489	£50,115
53	£49,452	£51,069
54	£50,445	£52,071
55	£51,465	£53,088
56	£52,476	£54,102
57	£53,478	£55,107
58	£54,480	£56,112
59	£55,494	£57,114
60	£56,496	£58,131
61	£57,501	£59,127
62	£58,515	£60,135
63	£59,523	£61,158
64	£60,525	£62,145
65	£61,536	£63,159
66	£62,829	£64,449
67	£64,140	£65,769
68	£65,481	£67,101
69	£66,861	£68,490
70	£68,259	£69,882

College Lecturers and Management Scale

Reference Scale Point	From 01.09.2016 including outer LW of £2229
7	£28,887
8	£30,138
9	£31,383
10	£32,631
11	£33,885
12	£35,127
13	£36,375
14	£37,629
15	£38,709

16	£39,945
17	£41,202
18	£42,450
19	£43,509
20	£44,628
21	£45,657
22	£46,392
23	£47,520
24	£48,780
25	£50,151
26	£51,483
27	£52,836
28	£54,195
29	£55,548
30	£56,904
31	£58,254
32	£59,589
33	£60,948
34	£62,307
35	£63,666
36	£65,013
37	£66,360
38	£67,713
39	£69,075
40	£70,437
41	£71,772
42	£73,140
43	£74,484
44	£75,834
45	£77,187
46	£78,537
47	£79,893
48	£81,240
49	£82,602

College Lecturers Management Pay Spine

Point	From 1.9.2016 inc. LW of £2247
14	£37,629
15	£38,709
16	£39,945

17	£41,202
18	£42,450

APPENDIX 3: OHC&AT EXECUTIVE STRUCTURE

