




The LETTA Trust

Pay Policy

Approved & adopted on:	Autumn 2023	To be reviewed:	Autumn 2024
Reviewed by:	Trust Board Resources Committee	Signed:	



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1. Aims

This policy aims to:

- Support the recruitment and retention of high quality teachers and support staff
- Enable us to recognise and reward staff for their contribution to the school
- Clearly explain how we determine pay and how decisions are made based on the performance
- Ensure that pay decisions are made in a fair and transparent way
- Set out a framework for pay and progression throughout the school

2. Definitions

- **Headteacher** also means Executive Headteacher or Head of School
- **Governors** also means trustees
- The **Pay Body** is the Trust Board and this area of responsibility is delegated to the Trust Board Resources Committee
- **Teacher** includes all staff qualified and appointed to teach at the school. This includes the leadership team and the Headteacher, unless otherwise stated
- **Teaching and learning responsibility (TLR)** is a payment awarded to a class teacher for undertaking a sustained additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable
- **Main and upper pay ranges** are the ranges on which a class teacher's salary is set
- **Leadership group** is the Headteacher, Deputy and Assistant Headteachers

3. Legislation and guidance

This policy complies with the [School Teachers Pay and Conditions Document \(STPCD\)](#). It is based closely on DFE guidance and the EPM model pay policy.

As an academy, we are free to determine our own approach to deciding teachers' pay. However, The LETTA Trust staff have a contract that specifically incorporates conditions from the School Teachers Pay and Conditions Document.

<https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>

This policy complies with our funding agreement and articles of association.

When implementing our pay policy, we abide by:

- The [Employment Relations Act 1999](#), which establishes a number of statutory work rights



- The [Part-time Workers \(Prevention of Less Favourable Treatment\) Regulations 2000](#) and the [Fixed-Term Employees \(Prevention of Less Favourable Treatment\) Regulations 2002](#), which require us to ensure part-time and fixed-term workers are treated fairly
- The [Equality Act 2010](#) which requires schools to have due regard to the need to eliminate discrimination and advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not share it
- The [principles of public life](#) which require those conducting the procedures to be objective, open and accountable

4. Delegation of Decision Making

Headteacher

Except where otherwise stated, the Pay Body will delegate the day to day management of the policy to the Headteacher in consultation with the Chair of the Pay Body. The Headteacher will report to the Pay Body those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPCD and the pay provisions for support staff.

The Headteacher shall make annual recommendations on the salary of all staff to the appropriate committee of the Pay Body. This will include sufficient information for the Pay Body to assess their position with regard to the gender pay gap reporting requirements and public sector equality duty.

The Pay Body requires that the Headteacher has regard to the budget approved by the Trust and the requirements of employment legislation; in particular:

- The Equality Act 2010 (including requirements under the Public Sector Equality Duty and Gender Pay Gap reporting requirements)
- The Employment Rights Act 1996
- The Employment Relations Act 1999
- The Employment Act 2002
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992)
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002

The Pay Body expects the Headteacher to seek advice, where appropriate, from persons engaged by the Pay Body to provide such advice.

Committee structure

The Pay Body will delegate to a committee of trustees, known as the "Review Committee", decisions arising out of this policy and/or the Appraisal policy. The number of trustees on the committee shall be at least 3. No member of the Review Appeals Committee, referred to



below, will be a member of the Review Committee. No trustee who is employed by the Pay Body may be a member of the Review Committee or the Review Appeals Committee.

The Pay Body will delegate to a committee of trustees (hereafter referred to as the "Review Appeal Committee") any appeals by individual employees against decisions of the Review Committee arising out of this policy or the Appraisal Policy. The number of governors on the committee shall be at least 3. Any appeal will be dealt with before a final decision is reported to the Pay Body.

Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the Pay Body. Such meetings will normally be arranged within 20 working days of the date the employee requests the meeting, and 5 working days' notice of the date and time of the meeting will be given.

Those entitled to attend meetings of these Committees are outlined in Appendix A and B.

Review Committee

Prior to making a salary recommendation to the Review Committee the Headteacher (or Chair of the Appraisal Review Committee in the case of the Headteacher) will inform the employee of their recommendation to the Review Committee and the date this Committee will be considering their recommendation.

Whilst there is no right of appeal to the Headteacher's recommendation, if the employee does not agree with the recommendation to be made, then they may provide a written statement to the Clerk of the Pay Body which will be provided to the Review Committee to consider alongside the pay recommendation.

The statement provided by the employee must indicate the reason(s) why they disagree with the recommendation, and must fall within one or more of the following:

That the recommendation:

- Incorrectly applied any provision of the appropriate salary and/or appraisal policy
- In the case of a teacher, failed to have proper regard for statutory/contractual guidance of the STPCD
- Failed to take proper account of relevant evidence
- Took account of irrelevant or inaccurate evidence
- Was biased
- Otherwise unlawfully discriminated against the employee

The employee will have a minimum of 5 working days' notice between the date they are informed of the recommendation and the date of the meeting of the Review Committee to provide this written statement. The Clerk of the Pay Body will provide the Headteacher (or Chair of the Headteacher's Appraisal Review Committee, in the case of the Headteacher) with a copy of the written statement submitted by the employee prior to the meeting of the Review Committee.

The employee will be notified in writing of the decision made by the Review Committee and their right to meet with that Committee in person should they be dissatisfied with the outcome. The decision of the Review Committee will be provided to the employee in writing.



The employee will be advised of the right of appeal against the decision of the Review Committee to the Review Appeal Committee (see below).

The procedure to be followed for the review hearing is attached at Appendix A.

Review Appeals Committee

The employee may appeal against the decision of the Review Committee within 5 working days of receipt of the determination by notifying the Clerk to the Pay Body in writing of the reasons for the appeal, as above.

The decision of the Review Appeal Committee shall be final. Once any appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the Pay Body.

The procedure to be followed for the appeal is attached at Appendix B of this policy.

The representative of the Pay Body

The representative of the Pay Body will be available to the Headteacher for consultation on those matters of this policy delegated to the Headteacher. The representative of the Pay Body may not be a member of the Review Committee or the Review Appeal Committee.

The Appraisal Review Committee for the Headteacher's Performance Review

The Pay Body will delegate the CEO and a governor, to carry out the appraisal review for the Headteacher. This panel may be supported by an external adviser appointed by the Pay Body. The agreed performance objectives and indicators may be referred for moderation to a meeting of the Pay Body.

5. Exercise of discretion under the STPCD

Starting salary of new classroom teacher appointments

When advertising a teaching post the Pay Body, or delegated committee, will identify the range of salaries the Pay Body is prepared to pay, subject to qualifications and experience. The Pay Body will not normally agree to match current/previous salaries without first considering the merits of the application and the salary of teachers employed by the Pay Body.

Where the Headteacher or selection panel regards a teacher as having relevant teaching experience, or non-teaching experience which is directly relevant to the post being offered, then an appropriate salary will be offered within the advertised range.

The Headteacher will provide a statement for the appropriate committee of the Pay Body detailing the reasons the salary has been awarded, together with the position on the appropriate range in the Pay Body's salary structure.

Calculation of part time teachers' salaries

The Pay Body will ensure that the total amount of time for which a part time teacher may be directed is calculated in accordance with the STPCD and the "pro rata principle". Where a TLR3 is awarded to a part-time teacher the value should not be amended to reflect the part-time hours of the individual in receipt of the award; the pro-rata principle does not apply to TLR3s



All part time teachers will be advised of the way in which their salary and directed time are calculated.

Any additional hours worked by agreement from time to time will be paid at the same rate.

Recruitment and retention incentives

The Pay Body may have a policy with regard to any payment of recruitment and retention incentives or benefits in accordance with paragraph 27 of the STPCD. The policy adopted by the Pay Body will be made known to employees and is set out as Appendix D to this policy.

6. Awards for performance progression to teachers

Teachers on the Main Pay Scale, Upper Pay Range, Leading Practitioners and Unqualified Classroom Teachers will be awarded pay progression from 1 September following a successful annual performance management/appraisal review.

For all these teaching staff, reviews will be deemed to be successful if they are assessed as having made good progress against their objectives.

Assessment takes place as set out in the School's Appraisal Policy. Failing to fully meet a particular objective will not *automatically* prevent progression. Appraisers take into account all relevant circumstances when assessing performance. We call this assessment 'in the round'.

If there are significant changes in circumstances that means the objectives originally set are no longer appropriate, they must be reviewed and amended, and the teacher assessed against the new objectives.

Pay progression is linked to assessment of performance, as outlined in the Appraisal Policy and recommendations for progression to a higher salary are made by the Headteacher in relation to the outcome of the performance management review.

A teacher on the main pay range whose performance meets the criteria set out in Appendix D could reasonably expect to reach the maximum of the range after five years. However, the Headteacher may recommend that there will be no progression on the range in a given year where the outcome of the appraisal does not warrant progression.

In the case of **Early Career Teachers**, whose appraisal arrangements are different, a 2-year induction will have no adverse impact upon early career teachers' pay or career progression opportunities. Early career teachers will still be able to progress on the pay scale as current arrangements allow, both during and after induction.

At the time of the annual assessment of teachers' salaries, the Resources Committee will consider written recommendations from the CEO in relation to increases in teacher's salaries following a successful Performance Management review. The CEO will also provide written reasons why any teacher should not progress on their pay range.

The CEO will:



- Develop clear arrangements for linking performance management to pay progression and consult with staff and school union representatives on the performance management and pay policies
- Submit any updated appraisal and pay policies to the Trust Board Resources Committee for approval
- Ensure that effective performance management arrangements are in place submit Pay recommendations to the Trust Board resources Committee and ensure the Committee has sufficient information upon which to make pay decisions

The Headteacher will:

- Ensure that all staff have an annual performance management review meeting
- Ensure that any reviewers have the knowledge and skills to carry out the process fairly
- Ensure that teachers are informed about decisions reached and that records are kept of recommendations and decisions made

Staff members will:

- Engage with their performance management reviewer including working with them to ensure that there is a secure evidence base in order for an annual pay determination to be made where appropriate
- Keep records of their objectives and review them throughout the year
- Share any evidence they consider relevant with their reviewer
- Ensure they have an annual review of their performance

Teachers that return from a career break will be appointed on the pay scale at the same pay point they were on prior to their break. The Trust will take into account other relevant experience for those joining the teaching profession on the basis of 1 additional point for every 3 years.

Long term sickness

Where a teacher has been absent through long term illness and misses the performance management review period, the Headteacher will ensure that a performance review is conducted when the teacher returns to school. If successful, progression will be backdated to 1 September. If the teacher has been away from work for an entire academic year the targets set prior to the absence will be assessed.

If the absence is planned, targets are reassessed prior to the absence in order to make them realistic and achievable, and assessed at the appraisal meeting following the return to work.

Maternity leave

If a teacher is due to go on maternity leave the Headteacher can organise for a performance review to be conducted prior to the maternity leave. In this case where there is pay progression it would take place on 1 September following the review.

In the event that a review cannot be conducted until the teacher returns to school, the Headteacher organises a review following the teacher's return. In this case the targets set prior to maternity leave are assessed. If successful, progression is backdated to 1 September.



Where possible, when the absence is planned, targets should be reassessed in order to make them realistic and meaningful in the period available prior to the maternity leave.

Annual assessment of the salary of teachers

On or before 1 September of each year, or as soon as possible thereafter, the Headteacher carries out an annual assessment of salary for each teacher, including deputy and assistant headteachers and unqualified teachers employed in the school.

The Resources Committee receives the pay recommendations from the CFO or CEO at the first meeting after 31st October. Awards are backdated to 1 September of the current year.

Salary assessment forms are issued to staff to confirm salary determinations.

When Appraisers or line managers have concerns about standards of performance that could potentially result in a recommendation of no pay progression, they are discussed with the teacher as soon as possible. Concerns are recorded during the regular line management process.

Where concerns have existed and are not raised until the end of the academic year, this is taken into account in the event an appeal is submitted against a pay progression decision.

The teacher is informed that the non-award of progression is a possibility if the concerns are not sufficiently addressed by the end of the annual appraisal cycle. The required improvements to become eligible are clearly set out, support measures to achieve them put in place by the school as soon as reasonably practical to do so and the teacher given a fair opportunity to demonstrate the improvement. This may or may not link to the informal or formal stages of the Capability Procedure.

Teachers who have an unsuccessful review, can receive pay progression once the required standards and improvements are made. Progression in these circumstances is awarded from the date the required standards and improvements are confirmed as being met and are not backdated.

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 Upper Pay Range in that school or schools. This school is not bound by any pay decision made by another school.

Early Career Teachers (ECTs)

ECTs have an extended induction of two years (Para. 19.2 d). ECTs are eligible for incremental progression during their induction period at the end of the first year of induction.

Threshold application

Applications must be made by the start of the summer term and submitted to the Headteacher. Applications may be made once a year. If teachers wish to be assessed, they submit their successful performance management review document and self-evaluation showing that they meet the criteria for progression in Appendix D. Exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are on sick leave.

A successful applicant will progress to the upper pay range from the following September and their pay will change accordingly.



A successful applicant will have demonstrated that:

- That they are highly competent in all elements of the Teachers' Standards
- That their achievements and contributions are substantial and sustained.

See Appendix C for the Pay Body's definition of "highly competent" and "substantial and sustained".

The Headteacher shall inform the teacher of the recommendation to be made to the Resources Committee regarding the threshold application as soon as possible after the closing date has passed.

The Headteacher shall provide oral feedback on the relevant criteria indicated or, in the case of an unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development.

The process to be followed where the employee does not agree with the recommendation is as outlined above.

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 Upper Pay Range in that school or schools. This school will not be bound by any pay decision made by another school.

Unqualified teachers

The Pay Body may employ unqualified teachers or instructors in the school. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPCD.

The point within the maximum and minimum of the range as set out in paragraph 17 of the STPCD, at which a new appointment will be paid, will be determined by the Headteacher, in consultation with the representative of the Pay Body, and will take account of the qualifications and experience considered to be relevant to the post.

In addition to the appropriate point on the unqualified teachers' pay range the Headteacher, in consultation with the representative of the Pay Body, may award an additional annual allowance in accordance with paragraph 22 of the STPCD to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility, which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or who the Headteacher and representative of the Pay Body believes has additional qualifications or experience to warrant such an award.

The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

7. The leadership group (See also Appendix F)

Determination of leadership group salaries - school group, Headteacher pay range (HTPR) and pay ranges for other members of the leadership group

For the purposes of determining the group of the school by which the HTPR is identified, the Pay Body will re-calculate as change occurs or whenever a new Headteacher is appointed.



The Pay Body will recalculate the school group whenever a new Headteacher is to be appointed and on such occasions as the Pay Body sees fit. The Headteacher may make representations to the Review Committee to consider assigning the school to a group.

If the Pay Body changes the group of the school having re-calculated the unit total, the Pay Body will identify a HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the school group.

The HTPR of the school shall be a range of consecutive salary points selected by the Pay Body within the range for the school group.

The Recruitment Selection Committee, set up to appoint a new Headteacher, shall determine the salary point on the HTPR to be paid, ensuring that there is room for salary progression to be determined by subsequent performance. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Pay Body.

In the event that the Pay Body agrees to the Headteacher also being made the Headteacher of another school on a permanent basis, the Headteacher's salary will be determined in accordance with STPCD (paragraph 5).

Where such a decision is made then the Pay Body will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the safeguarding provisions will not apply.

The pay ranges for a deputy or assistant headteacher shall be determined with reference to the school's HTPR as defined by the STPCD.

Annual review of Headteacher's salary

At the beginning of each academic year, or at any such time as the Pay Body (in consultation with the Headteacher) may decide, the Appraisal Review Committee will agree with the Headteacher or (in the absence of agreement) set performance objectives together with performance indicators appropriate to each objective. The performance objectives will reflect priorities identified in the school's development plan.

An external adviser appointed by the school will support the Appraisal Review Committee in carrying out the annual performance review of the Headteacher. The performance review and review statement will be conducted in accordance with the Pay Body's Appraisal Policy.

In the Autumn Term of each year, the Review Committee will receive recommendations from the Appraisal Review Committee regarding the salary of the Headteacher. The recommendation shall reflect the Appraisal Review Committee views based on the outcomes of the annual performance review. Any recommendation for progression within the HTPR will identify the recommended number of points proposed. The Headteacher will be advised of the proposed recommendation and may make a written response to the recommendation.

The recommendation for the Headteacher will be made to the Review Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September, including any additional payments as identified in the STPCD, paragraph 10. The Review Committee will consider the recommendation, together with any



written response from the Headteacher, and inform the Headteacher by providing a salary statement, by 31 December, to be backdated to 1 September. The Headteacher will not be entitled to attend the meeting of the Review Committee.

If the Headteacher wishes to seek a review of the decision of the Review Committee regarding their pay, they may do so in accordance with the procedure set out in this policy. The Headteacher will have the right of appeal against the decision of the Review Committee in accordance with the procedure set out in this policy.

Determination of discretionary payments to Headteachers

The Pay Body may decide to pay additional payments to the Headteacher in accordance with paragraphs 10 of the STPCD.

Where a decision is made to increase the Headteacher's salary beyond the maximum of the appropriate HTG, the total sum of all payments made to the Headteacher will not exceed 25 per cent of the maximum of the HTG, except in wholly exceptional circumstances, which will be approved by the Pay Body.

In the event that it is considered necessary to exercise the provision set out above, the Pay Body will take external independent advice in accordance with paragraph 9.3 of the STPCD before agreeing to such a decision.

Deputy and Assistant Headteachers

The Pay Body, following consideration of the relevant criteria set out in the STPCD, will determine the pay range for a newly appointed Deputy Headteacher or Assistant Headteacher's salary.

At the time of appointing a new Deputy Headteacher or Assistant Headteacher the selection panel of the Pay Body making the new appointment shall determine the salary point on the pay range. The selection panel shall have regard to advice available from persons engaged by the Pay Body.

Awards for performance to Deputy and Assistant Headteachers

At the time of the annual assessment of teachers' salaries, the Review Committee will consider recommendations from the Headteacher that any Deputy or Assistant Headteacher be paid additional points subject to the maximum of their range. The Pay Body expects that the objectives for a deputy or assistant headteacher will have become progressively challenging as the teacher has gained experience in the role.

Where there are substantial difficulties in retaining the services of a current Deputy or Assistant Headteacher the Pay Body may decide to change the salary range in accordance with the STPCD.

Acting up allowances

If, during any absence of the Headteacher, Deputy or Assistant Headteacher or a TLR post holder, an acting appointment is made then the Pay Body will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated as below. If no allowance is paid the Pay Body may reconsider this position at any time.



In the prolonged absence of the Headteacher, a Deputy Headteacher, an Assistant Headteacher or a TLR post holder, the Pay Body may appoint a teacher to act up during the absence of the post holder. From the date that the Pay Body considers it necessary to make an acting appointment, an allowance will be paid equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Pay Body. The relevant conditions of service detailed within the STPCD will apply to any person in receipt of such an acting allowance.

8. Salaries of support staff

On appointing a member of support staff the job description determined for the post will be evaluated in accordance with the adopted scheme. Advice on appropriate evaluation processes will be sought from persons engaged by the Pay Body.

The Headteacher, in consultation with the representative of the Pay Body, will determine the appropriate point on the evaluated range having regard to:

- Relevant qualifications and competencies
- Recruitment and retention needs of the school in respect of the post

If at any time the Headteacher, in consultation with the representative of the Pay Body, considers that a member of the support staff is being asked to undertake increased or decreased responsibilities on a permanent basis, the job description may be re-evaluated. If the evaluation provides for a higher salary, that salary will be paid to the post holder from a date determined by the Headteacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid will also be stated.

In the event that the evaluation provides for a lower salary, the employee will be entitled to salary safeguarding for a period of 2 years. The new salary level will be reported to the Review Committee at its next meeting.

If any member of support staff wishes to appeal against their salary level they may ask for a re-evaluation of their job description. In the event that a member of the support staff decides to appeal against a decision of the Review Committee as above, then they shall enter a formal written statement of appeal. The appeal shall be heard by the Review Appeal Committee referred as above.

The Trust adopts the London Living Wage element of paying employees an hourly rate no lower than the London Living Wage.

9. Staffing structure

The Headteacher will annually review the school staffing structure and recommend to the Pay Body (Resources Committee) a staffing structure for the school that:

- Takes account of any financial limits determined by the Trust Board Resources Committee



- Identifies the posts to which allowances will be allocated for permanent TLRs, in accordance with the requirements of the STPCD
- Will determine the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short term payment will be provided to the Pay Body
- Identifies the level of allowance to be allocated to each permanent TLR post between the minimum and maximum limits set out for each TLR in the STPCD, and the different levels that may be paid within each TLR in the staffing structure in accordance with the STPCD
- Identifies posts to be paid on the leadership group pay range together with the salary ranges assigned to each post
- Identifies the staffing structure for support staff posts together with the evaluated salary range assigned to each post

The staffing structure and pay ranges approved by the Pay Body shall be published with the pay policy.

In the event that the recommendation contains changes in the staffing structure that will directly impact on staff employed by the Pay Body, staff and recognised trade unions will be informed and consulted before the final salary structure is published.

10. Annual review of CEO salary

The Trustees of the LETTA Trust recognise the importance of effective leadership in achieving successful outcomes for our pupils. We therefore evaluate the progress made towards the overall goals of the Trust at every meeting of the Trustee board, and in reviewing papers and information shared between meetings. On an annual basis the Trustees also conduct a formal review of specific personal objectives set for the CEO.

This annual review is conducted by two Trustees, including the Chair, together with an Independent Evaluator. That person must have significant experience as a school leader or as an evaluator of school leaders, or both. The primary purpose of the evaluation is to assess performance against the objectives set in the prior year. As a secondary purpose, any other matter which might affect the performance of the CEO may be discussed and taken into account.

After the evaluation takes place, the findings are discussed openly with the CEO. Draft objectives are then set for the following year. The results are communicated by the Chair to the overall Trustee Board, which may decide to vary them on review.

As a Board, the Trustees decide whether to adjust the CEO pay for the year following. The LETTA Trust recognises the need to be prudent with pay, and aims to strike the correct balance between properly recognising the significance of the role, but also the need to avoid any excessive pay awards.

The LETTA Trustees take into account the guidance on setting executive salaries issued by the Education and Skills Funding Agency www.gov.uk/government/publications/setting-executive-salaries-guidance-for-academy-trusts/setting-executive-salaries-guidance-for-academy-trusts. Trustees also consider: the school teachers' pay and conditions document,



the CEO's performance over the whole year, the specific annual CEO evaluation, inflation, the wider environment for leadership and public sector pay, competing priorities for expenditure and the sustainability to the Trust of all pay awards.

11. Review of the pay policy

The Trust Board Resources Committee will review this policy annually. The HR Manager will consult with employees and the recognised trade unions at the time of the annual review.

The Committee will consider the outcomes and impact of the policy, including trends in progression across specific groups of teachers, to ensure it complies with equalities legislation.

12. Links with other policies

- Appraisal policy
- Equality statement
- Staff Code of Conduct
- Grievance procedures



Appendix A: Procedure for a review of a salary determination by the Review Committee of the Pay Body

Case for the employee

The employee is entitled to be accompanied by a representative of their trade union or a workplace colleague

The employee or representative:

- Presents the employee's written application for the review
- The members of the Review Committee may ask questions of the employee

The Chair of the Review Committee:

- Explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the employee.

If the Review Committee has asked the Headteacher (or trustee as referred to in note 3 below) to be present at the hearing the Headteacher (or trustee) may be asked questions by members of the Review Committee, and the employee or representative.

Summing up and withdrawal

The employee, or representative, has the opportunity to sum up their case if they so wish. All persons other than the members of the Review Committee and the HR adviser (See note below), are then required to withdraw.

Review Committee decision

The Review Committee and the HR adviser deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve both parties. The Chair of the Review Committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

Notes:

1. For the purposes of the review, the Review Committee and the employee will have the following documents:
2. The written statement of reasons for the recommendation/decision previously provided to the employee
3. The written statement of reasons for the application for the review from the employee. (The grounds for the appeal must comply with the pay policy)
4. Any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing
5. For the purposes of the review, the Review Committee may ask the Headteacher (or in accordance with note 3 below, a trustee) to be present. In that event the Headteacher (or trustee) may also be asked questions by the members of the Review Committee and by the employee or their representative. The Headteacher (or trustee) may not be involved in the decision of the Review Committee.



6. Where the Headteacher has asked for the review, the Review Committee may ask the Chair of the Pay Body or a representative of the Trust Board above to be present.
7. The Review Committee may have an HR adviser present.
8. The review is not an appeal against the recommendation/decision.



Appendix B: Procedure for an appeal against a salary decision of the Review Committee to the Review Appeal Committee of the Pay Body

The appeal of the employee

The employee is entitled to be accompanied by a representative of their trade union or a workplace colleague.

The employee or representative:

- Introduces the employee's written reasons for the appeal and the representative of the Review Committee and then members of the Review Appeal Committee may ask questions of the employee.
- May call witnesses, each of whom will have provided a written statement of the information they wish to give, and each witness may be asked questions by the representative of the Review Committee and then by the Review Appeal Committee.

The response of the Review Committee

The representative of the Review Committee:

- Explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Review Committee previously provided to the employee, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the Review Committee.
- May call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the employee or their representative and then by the Review Appeal Committee.

Summing up and withdrawal

- The representative of the Review Committee has the opportunity to sum up if s/he so wishes
- The employee, or representative, has the opportunity to sum up his/her case if s/he so wishes
- All persons other than the Review Appeal Committee and its adviser (see note 4 below) are then required to withdraw

Review Appeal Committee decision

The Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.

The Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing.

Notes:

1. For the purposes of the appeal, the Review Appeal Committee will have the following documents:



- The written statement of reasons for the Review Committee decision previously provided to the employee
 - The written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with the pay policy)
 - Any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing
2. For the purposes of the appeal, the Review Committee representative may call the Headteacher (or in accordance with note 3 below, a trustee) as a witness for the Review Committee. In that event the Headteacher (or trustee) may be questioned as a witness
 3. Where the Headteacher has asked for the review the representative of the Review Committee may call the Chair of Trustees as a witness
 4. The Review Appeal Committee may appoint an HR adviser who may not be an employee of the Pay Body



Appendix C: Access to the teacher's upper pay range

Making applications

All qualified teachers can apply to be paid on the upper pay range, and any application will be assessed in line with this policy.

Applications can be made once a year. Applications must be submitted by the start of the summer term.

Applications must be submitted in writing to the Headteacher for review. All applications will be treated fairly and impartially.

When submitting an application, please include:

- Outcome of your recent performance management/appraisal review
- A summary of evidence to demonstrate that you have met the assessment criteria (Appendix D)

Assessment

In order to be eligible to be paid on the upper pay range, the Trust Board Resources Committee must be satisfied that:

- The teacher is highly competent in all elements of the Teachers' Standards; and
- The teacher's achievements and contributions are substantial and sustained

For the purpose of this policy:

- **'Highly competent'** means:
Performance which is good enough to provide coaching, mentoring and advice to other teachers, and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to help them meet the relevant standards and develop their teaching practice
- **'Substantial'** means:
The teacher's contributions are of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning
- **'Sustained'** means:
The teacher's contributions have been maintained over a long period

The decision

The decision will be finalised by the Trust Board Resources Committee who will also determine where the teacher will be placed on the upper pay range. Considerations will include the nature of the post, the responsibilities it entails, and the qualifications and skills of the teacher.

If successful, applicants will move to the upper pay range from the start of September.

If unsuccessful, feedback will be provided by the Headteacher in a one-to-one meeting, within 10 working days of the decision notification. The Headteacher will set out why the application was unsuccessful, and provide advice on how the teacher can improve when making another application in the future.

Decisions will also be communicated in writing. Any appeals against decisions are covered by staff grievance procedures.





Appendix D: Upper pay range progression criteria

This criteria is taken from the Tower Hamlets model pay policy.

Professional attributes

1. Contribute significantly to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

Professional knowledge and understanding

1. Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.
2. Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.
3. Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.
4. Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.
5. Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

Professional skills

1. Be flexible, creative, and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.
2. Have teaching skills which lead to learners achieving well, relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
3. Promote collaboration and work effectively as a team member.
4. Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.



Appendix E: The salary points and progression on the main, upper and unqualified teacher pay ranges

The main pay range for 2023

In line with the recommendations in the STRB's 33rd Report, from 1 September 2023 a 6.5% increase will be applied to all pay and allowance ranges and advisory points, with higher increases to some parts of the Main Pay Range as a step towards achieving a minimum starting salary of £30,000. All pay uplifts will be back dated to 1 September 2023.

We will ensure that implementation of the pay award complies with the National Living Wage policy. All pay uplifts will be back dated to 1 September 2023.

Inner London	01/09/2023	01/09/2023 values for Leadership on Top of Group
M1	36,745	
M2	38,491	
M3	40,318	
M4	42,233	
M5	44,615	
M6	47,666	
U1	52,526	
U2	55,107	
U3	56,959	
UQT1	25,831	
UQT2	28,194	
UQT3	30,557	
UQT4	32,640	
UQT5	35,000	
UQT6	37,362	
L01	56,100	
L02	57,288	
L03	58,500	
L04	59,731	
L05	61,004	
L06	62,304	
L07	63,745	
L08	65,007	
L09	66,402	
L10	67,880	
L11	69,407	
L12	70,807	
L13	72,351	
L14	73,933	
L15	75,545	



L16	77,324	
L17	78,896	
L18	80,655	
L19	82,433	
L20	84,256	
L21	86,119	76,249
L22	88,036	
L23	89,989	
L24	92,007	81,461
L25	94,067	
L26	96,172	
L27	98,332	87,062
L28	100,552	
L29	102,827	
L30	105,160	
L31	107,541	95,216
L32	109,986	
L33	112,502	
L34	115,062	
TLR2 Max	7,847	
TLR3 Max	3,169	



Appendix F: Salary ranges and arrangements for teachers paid on the leadership group range

Pay ranges and rates

Bygrove

School group	2	
Head of school	L14-L18	£73,933- £80,655
Assistant Headteacher	L5-L9	£61,004- £66,402

Stebon

School group	5	
Headteacher	L27-L31	£98,332- £107,541
Deputy Headteacher	L13-L17	£72,351-£78,896
Assistant Headteacher	L8-L12	£65,007 - £70,807

CEO

L34	£115,062
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School Improvement Team

Equivalent to school group*	2	
Director of School Improvement	L14-L18	£73,933- £80,655
SCITT Programme Leader ITT	L8-L12	£65,007 - £70,807
Deputy ITT programme leader	L1-L4	£56,100 - £59,731
CPD programme leader	L1-L4	£56,100 - £59,731

*This is based on number of learners and income



Appendix G: Salary points for support staff

Salary points for support staff from April 2023

Inner London support staff pay points and salary increases

Range	Spine	April 23 FTE salary	Hourly Rates
Sc1A2 (2-3)	2	27,306	14.96
	3	27,711	15.18
Sc2 (3-4)	4	28,128	15.41
Sc3 (5-6)	5	28,545	15.64
	6	28,977	15.88
Sc4 (7-10)	7	29,412	16.12
	8	29,859	16.36
	9	30,309	16.61
	10	30,771	16.86
Sc5 (12-15)	12	31,716	17.38
	13	32,205	17.65
	14	32,700	17.92
	15	33,204	18.19
Sc6 (18-20)	18	34,770	19.05
	19	35,313	19.35
	20	35,862	19.65
S01 (23-25)	23	37,575	20.59
	24	38,166	20.91
	25	38,769	21.24
S02 (27-29)	27	40,005	21.92
	28	40,389	22.13
	29	41,286	22.62
P01 (28-31)	30	41,967	23.00
	31	42,855	23.48
P02 (30-33)	32	43,824	24.01
	33	44,862	24.58
P03 (33-36)	34	46,053	25.24
	35	47,043	25.78
	36	48,063	26.34
P04 (36-39)	37	49,071	26.89
	38	50,088	27.45
	39	51,099	28.00
P05 (39-42)	40	52,059	28.53
	41	53,109	29.10



	42	54,135	29.66
P06 (41-44)	43	55,158	30.23
	44	56,151	30.77
P07 (44-47)	45	57,177	31.33
	46	58,197	31.89
	47	59,220	32.45
P08 (46-49)	48	60,261	33.02
	49	61,347	33.62

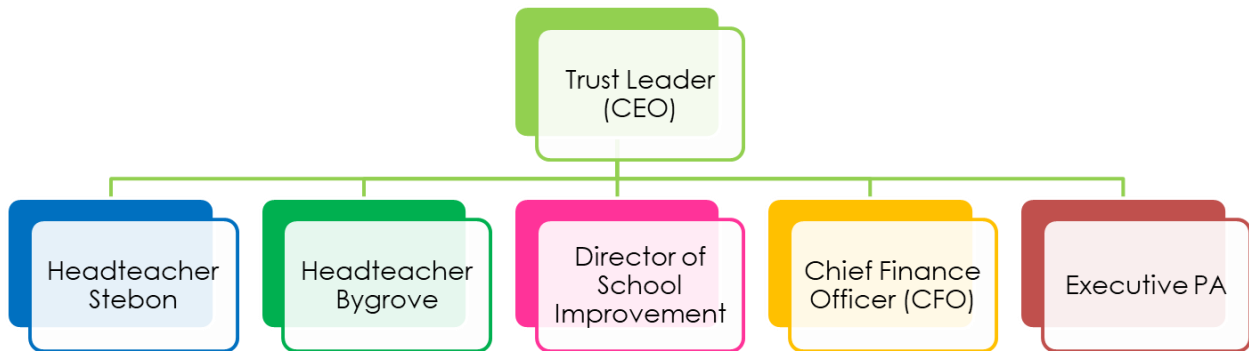
**GLEA SENIOR MANAGERS PAY SCALES
WEF 1ST APRIL 2023**

LP07 (1-4)	1	58,200	31.89
	2	59,223	32.45
	3	60,264	33.02
	4	61,350	33.62
LP08 (5-8)	5	70,398	38.58
	6	71,556	39.21
	7	72,669	39.82
	8	73,815	40.45
LP09 (9-12)	9	78,300	42.91
	10	81,264	44.53
	11	84,213	46.15
	12	87,285	47.83

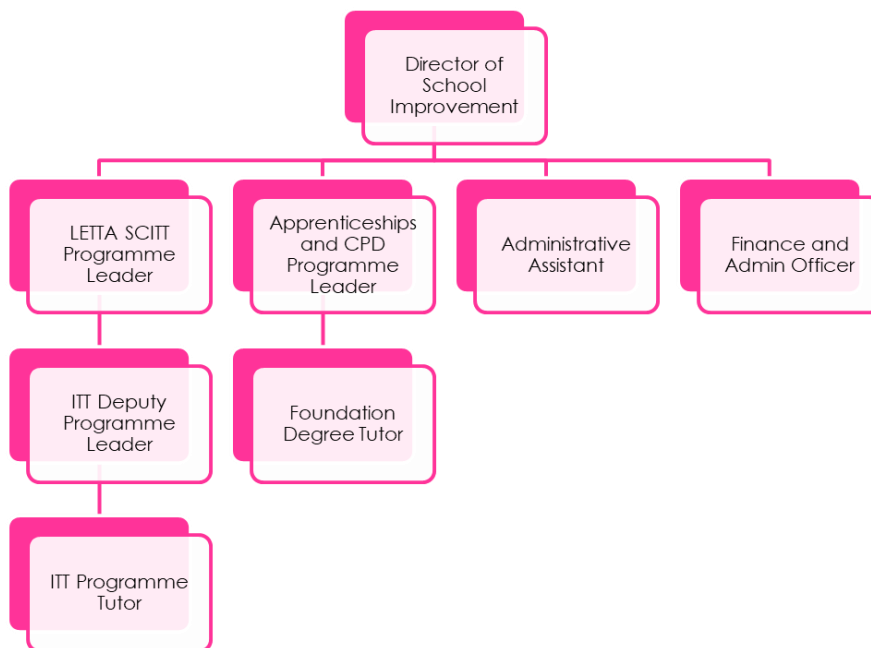


Appendix H: Structure charts

The LETTA Trust Strategic Leadership Team

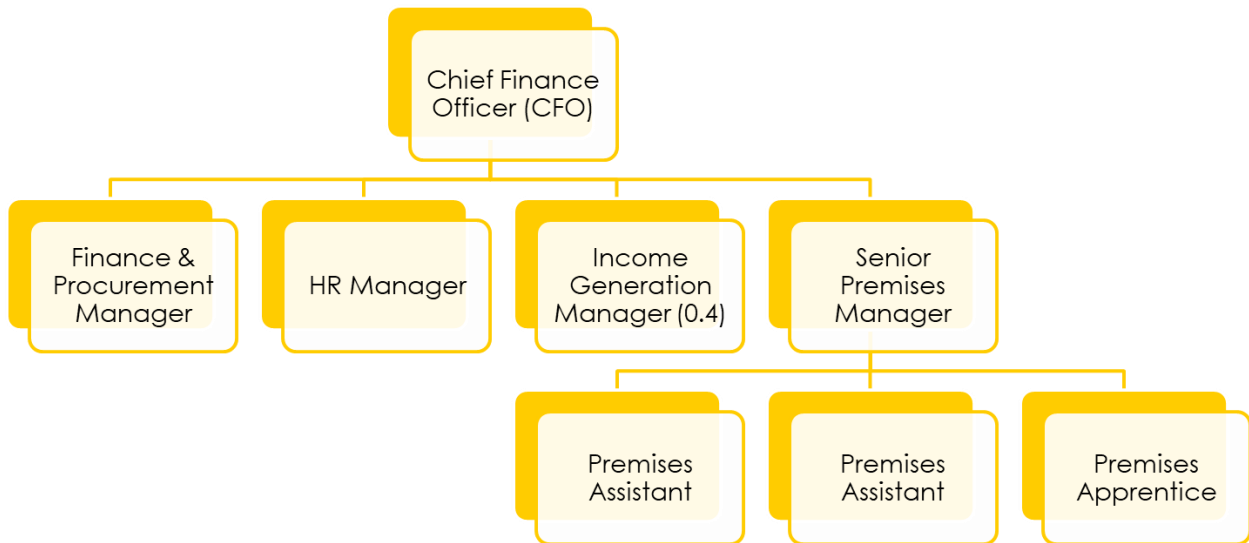


LETTA School Improvement Team

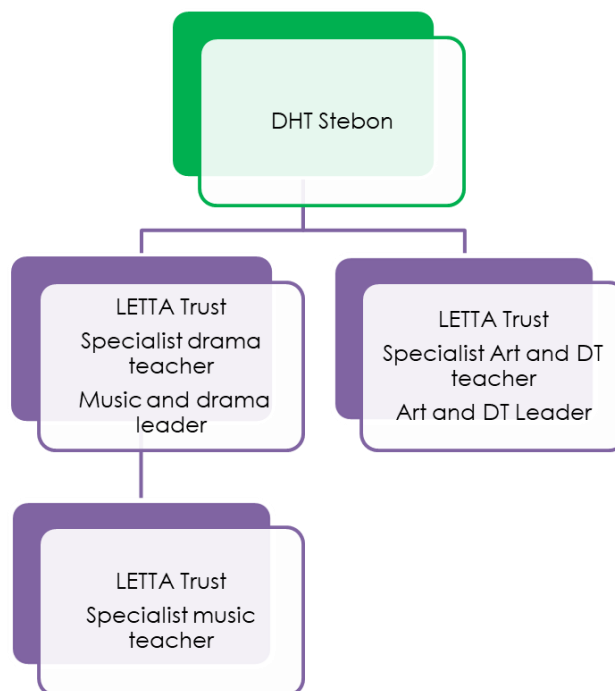




The LETTA Trust Central Operations Team

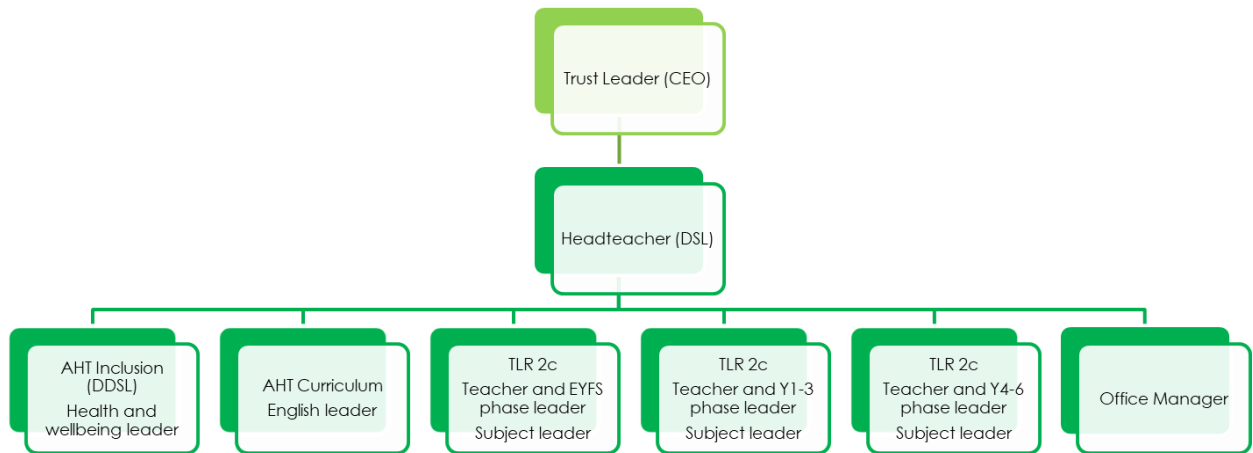


The LETTA Trust Specialist Teachers and Subject Leaders

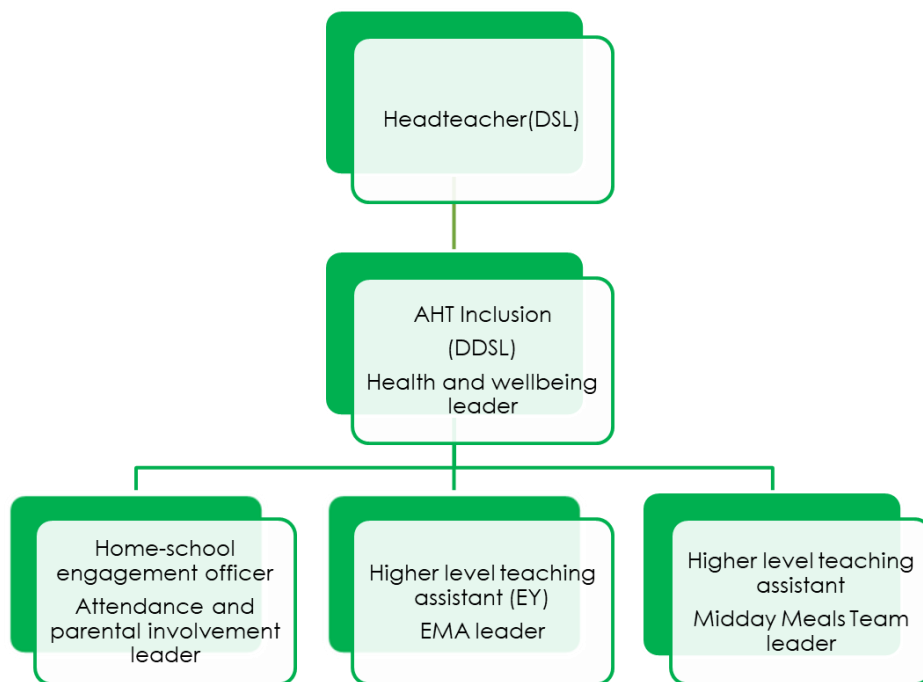




Bygrove Leadership Team



Bygrove Inclusion Team

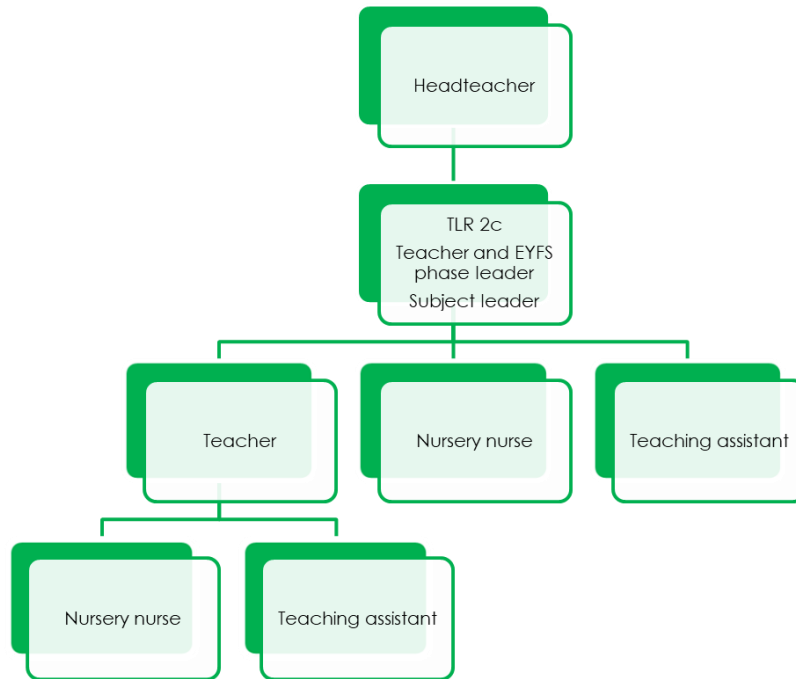




Bygrove Office Team

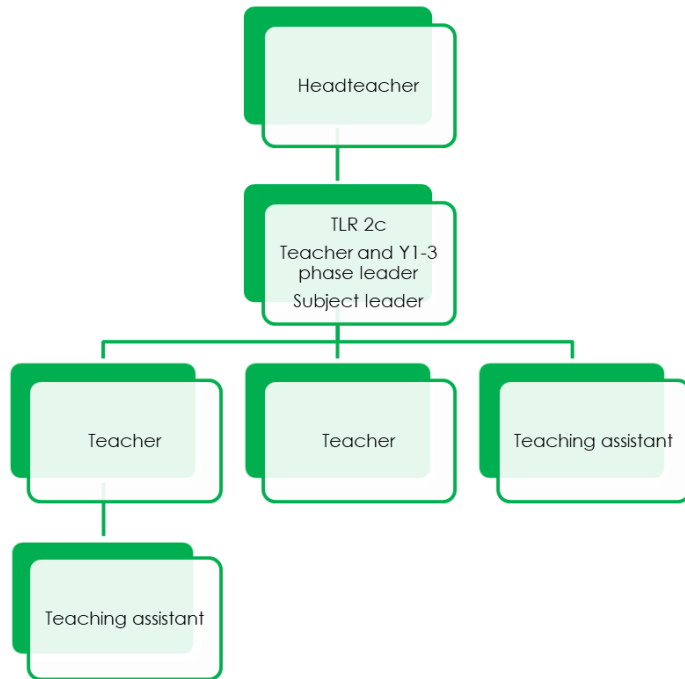


Bygrove EYFS Team

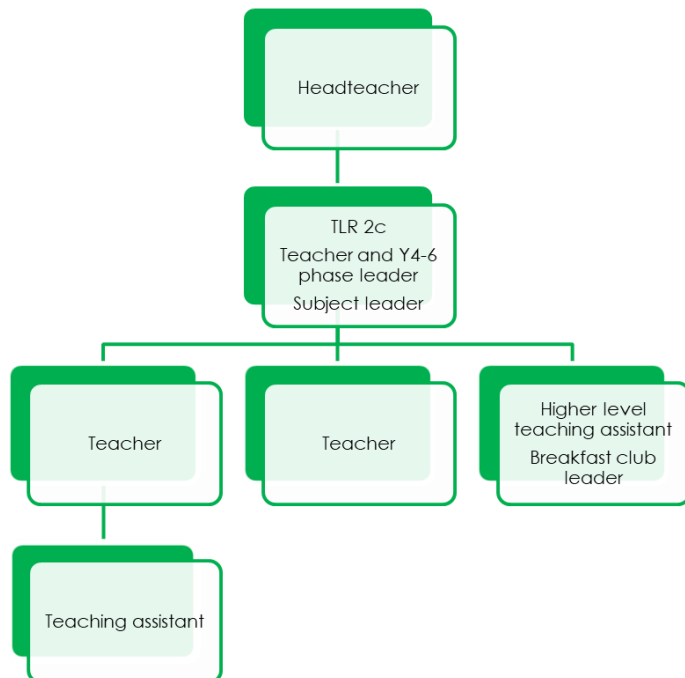




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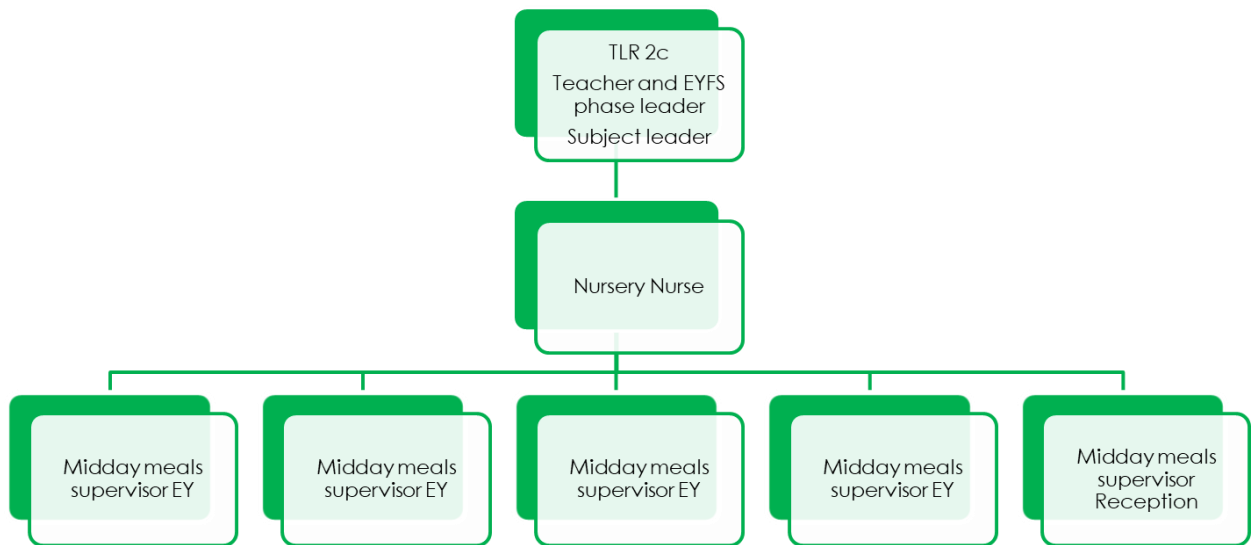


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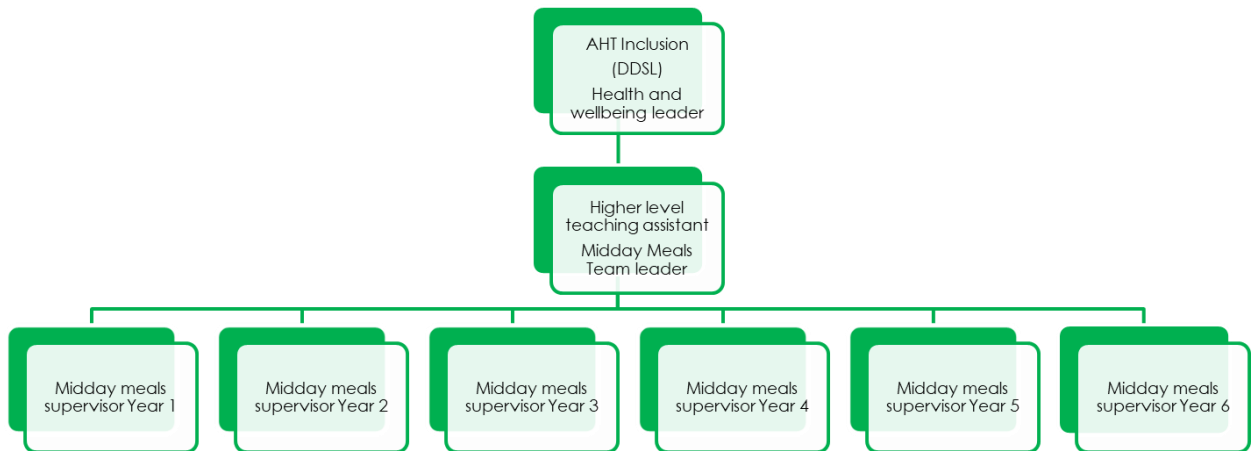




Bygrove EYFS Midday Team

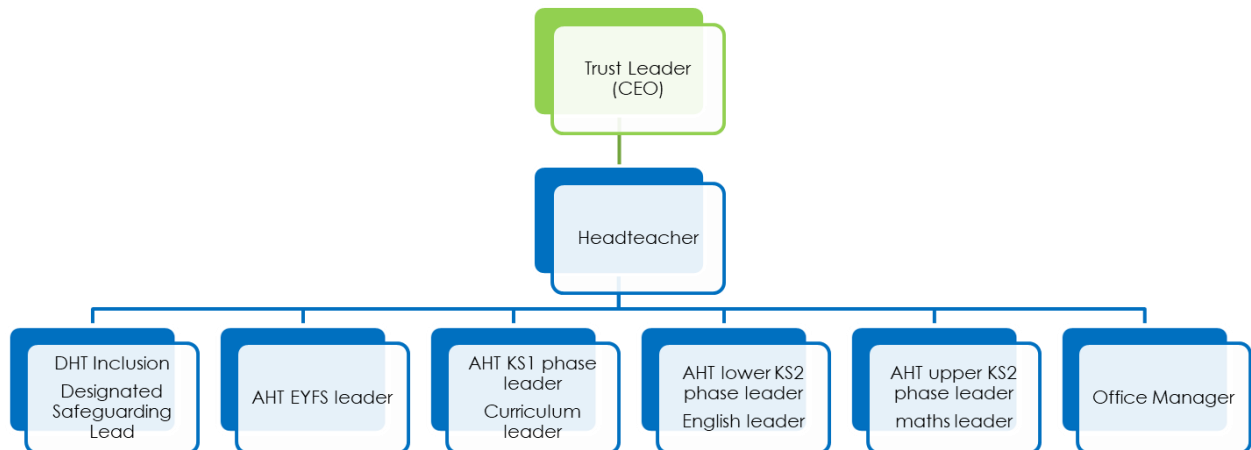


Bygrove Y1-6 Midday Team

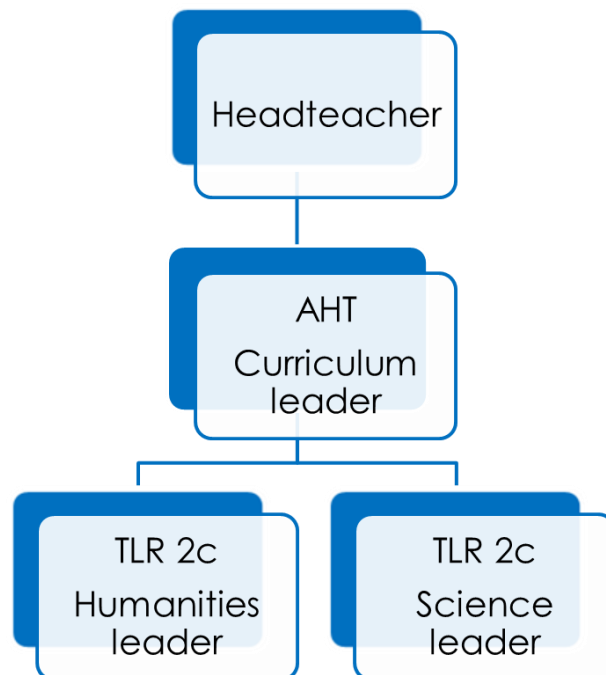




Stebon Leadership Team

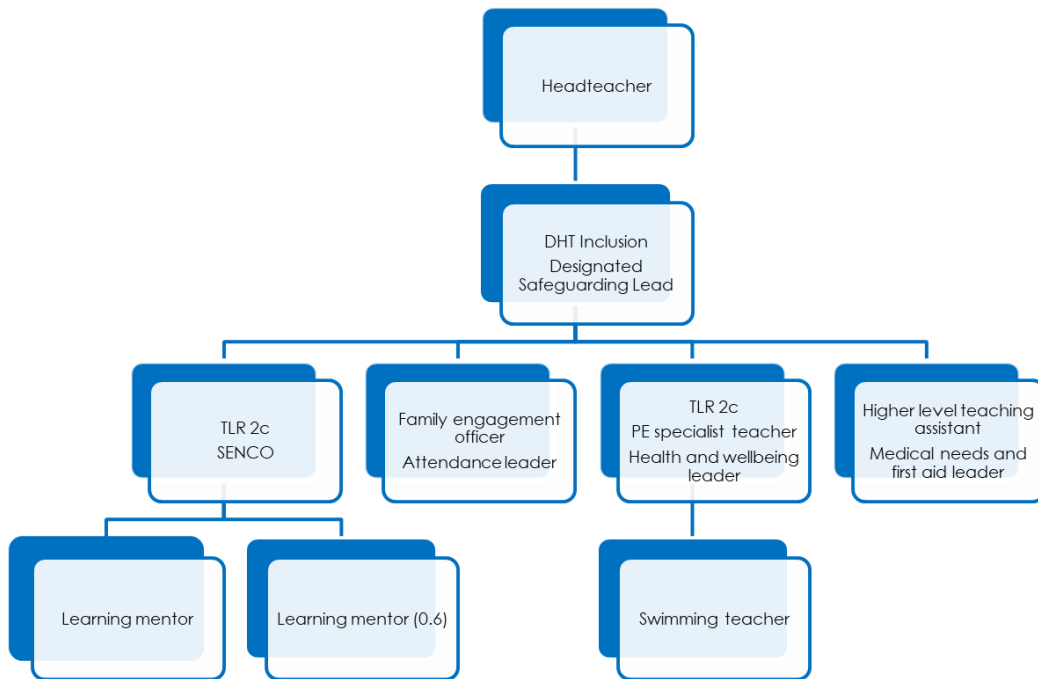


Stebon Subject Leaders with TLRs

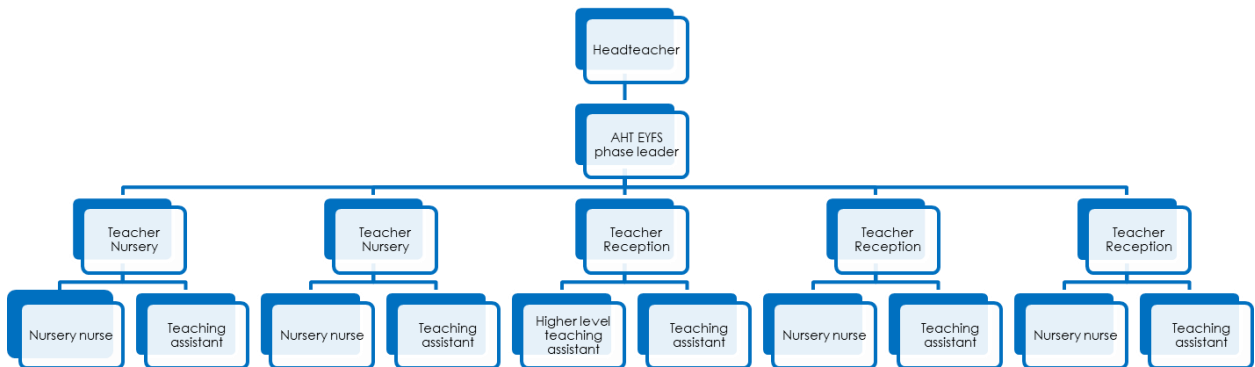




Stebon Inclusion Team

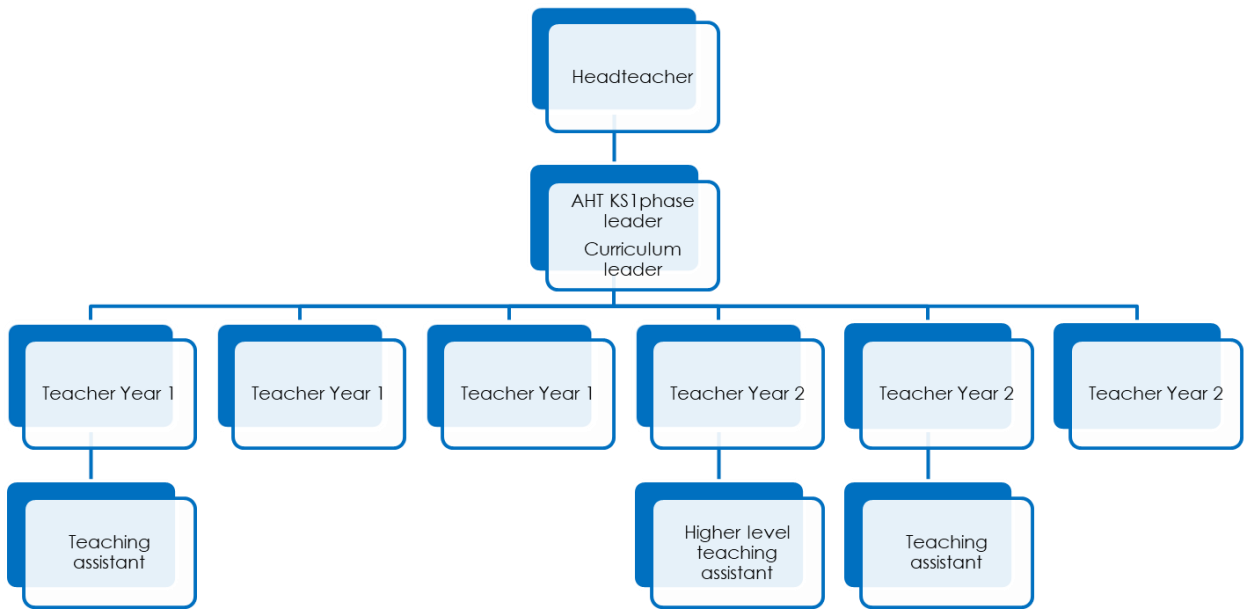


Stebon EYFS Phase Team

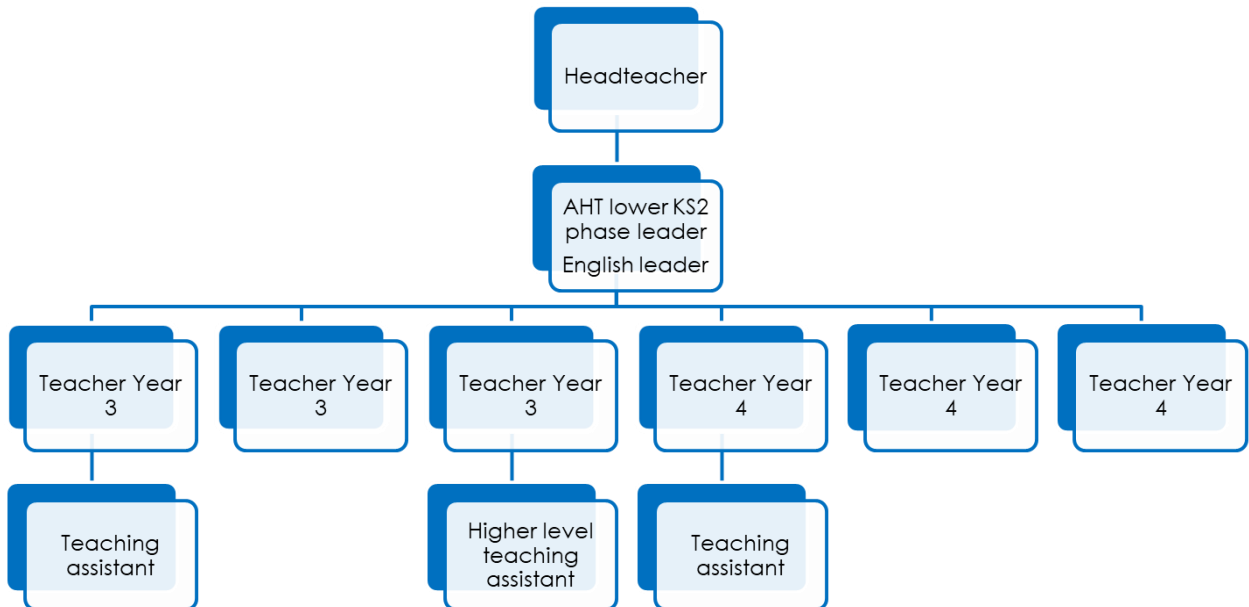




Stebon KS1 Phase Team

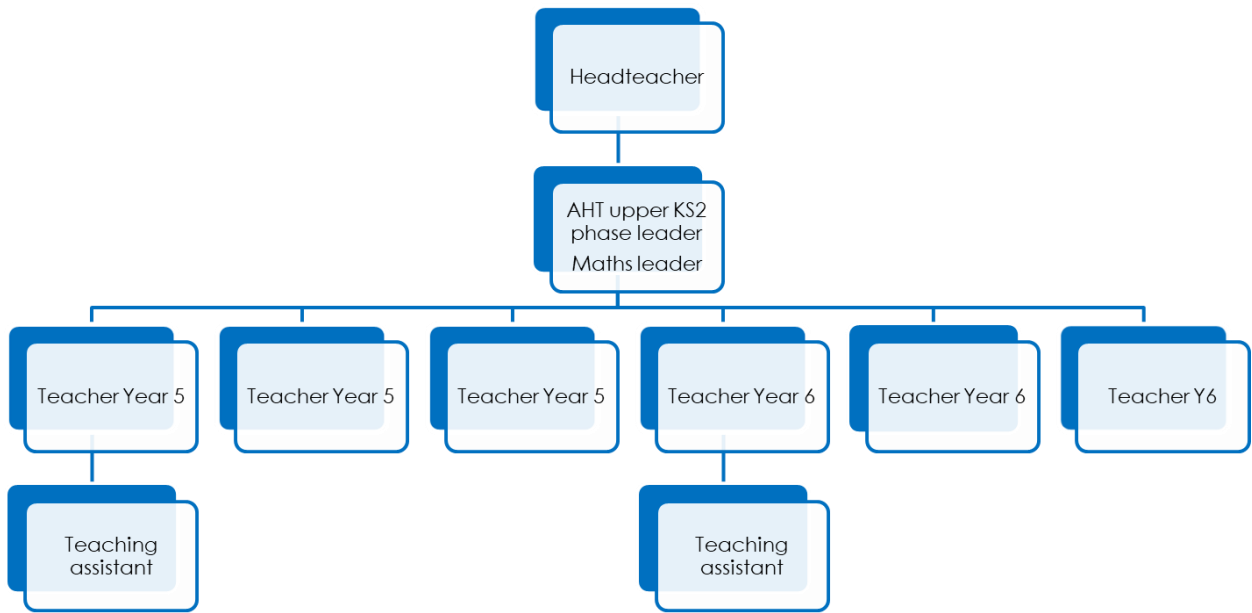


Stebon Lower KS2 Team

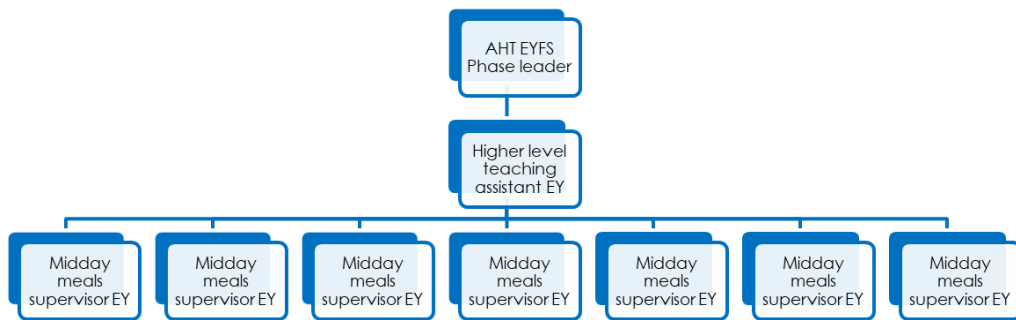




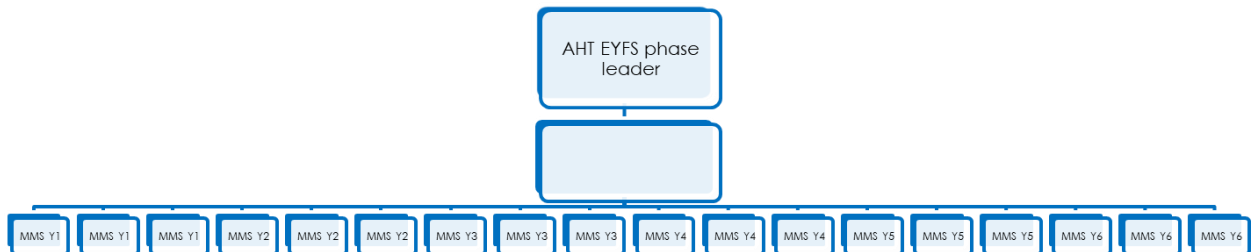
Stebon Upper KS2 Team



Stebon EYFS Midday Team



Stebon Y1-6 Midday Team





Stebon Office Team

