

# ORCHARD ACADEMY TRUST



## Pay & Reward Policy

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|--------------------------|----------------------------------|
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## Introduction

This policy sets out the Orchard Academy Trust's framework for making pay decisions for all employees of this Trust. This policy does not form part of the terms and conditions of employees' employment with the Trust and is not intended to have contractual effect. We reserve the right to amend or vary this policy at any time and will inform employees when the policy is updated.

We will comply with current legislation and the requirements of TUPE. We also intend to comply with the provisions of the current School Teachers' Pay and Conditions Document (STPCD) going forward.

The primary aims of this policy are to:

- support the recruitment and retention of a high-quality workforce;
- enable us to recognise and reward employees appropriately for their contribution to the Trust; and
- ensure that decisions on pay are managed in a fair and transparent way.

Pay decisions are made by the Trustees and the Executive Headteacher/Headteacher is authorised to administer this policy on its behalf.

## **Confidentiality**

All information regarding the pay of individual employees, whether verbal or written, must be treated as strictly confidential and not communicated to anyone who is not directly involved in the process. Breach of confidentiality may be treated as a disciplinary matter.

## **Equal Opportunities**

This policy will be applied fairly and consistently to all employees regardless of sex, gender reassignment, race, religion or belief, ethnicity, national origin, age, marital status or civil partnership, disability, sexual orientation, pregnancy or maternity, part-time or fixed-term status.

## **Review and Monitoring**

We will review this policy on an annual basis and will monitor outcomes in order to assess the effectiveness of this policy in rewarding good performance and to ensure the Trust's continued compliance with equalities legislation.

## **Teachers' Pay: Initial Determination**

We will determine the likely pay range for a vacancy prior to advertising it. On appointment, it will determine the starting salary within that range to be offered to the successful candidate. In making such determinations, we may take into account a range of factors, including but not limited to:

- the nature of the post;
- the level of qualifications, skills and experience required;
- the pay of current employees doing the same or a similar job; and

market conditions and the wider Trust context. There is no expectation that an employee should be paid the same salary that they received in a different School, Academy, or Trust.

## **Unqualified Teachers**

We will pay an unqualified teacher on the unqualified teachers' pay range. We may pay an additional unqualified teachers' allowance if it considers that the basic salary is not adequate, having regard to the unqualified teacher's responsibilities, qualifications and experience. Such an allowance may be awarded where the teacher has:

- taken on a sustained additional responsibility which is:

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

## **Leadership Pay**

The Executive Headteacher, Headteacher and any Deputy Headteacher's in this Trust will each be assigned a pay range which falls within the Leadership Group Pay Range set out in the current STPCD. The Headteacher's pay range will be set by the Trust after taking into account the appropriate headteacher group in the current STPCD and the needs of the School/Trust and can be changed in order to attract or retain a Headteacher or when there have been significant changes in the responsibilities of the Headteacher.

The pay range for Deputy Headteacher's will be set by the Trust after taking into account the current STPCD and the Headteacher's pay range and can be changed in order to attract or retain a Deputy Headteacher or when there have been significant changes in the responsibilities of a serving Deputy Headteacher.

All members of the Leadership Group must demonstrate sustained high quality of performance with particular regard to leadership, management and pupil progress at the School/Trust. In addition, the Trust, in its absolute discretion reserves the right to award bonus payments where there is evidence of exceptional achievement.

Teachers on the Leadership Group Pay Range are not subject to the provisions of the STPCD regarding directed time and may be required to work for more than 195 days and 1265 hours per year in order to fulfil the responsibilities of their position.

## **Supply Teachers**

Teachers employed on a day-to-day or other short notice basis will be paid based on a reference salary on the Main Pay Range in the STPCD. Pay will be calculated on a daily basis using the assumption that a full working year consists of 195 days, and periods of employment for less than a day will be calculated on a pro-rata basis.

## **Teaching and Learning Responsibility Payments (TLRs)**

Teaching and Learning Responsibility payments (TLRs) will be awarded to posts identified in the School/Trust's staffing structure (located at Appendix C) in accordance with the STPCD. In order to qualify for a TLR payment, the teacher's duties must include a significant responsibility that is not required of all classroom teachers which:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgement;

- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- has an impact on the educational progress of other than the teacher assigned classes or groups of pupils; and
- involves leading, developing, and enhancing the teaching practice of other staff.

In order to qualify for a TLR1 payment, the significant responsibility defined above must include line management responsibility for a significant number of people; otherwise, a TLR2 payment will be appropriate. A teacher cannot hold a TLR1 and a TLR2 concurrently, but a teacher who receives either a TLR1 or a TLR2 may also hold a concurrent TLR3. A TLR can be based on a job description that includes several different areas of significant responsibility. TLR3 payments are awarded on a fixed term basis for clearly time-limited School/Trust improvement projects or one-off external responsibilities.

A TLR payment is attached to a specific post in the School/Trust]’s staffing structure and therefore may only be held by two or more people if they are job-sharing that post.

The Trust will determine the value of a TLR1 or TLR2 payment based on the proportion of the TLR responsibilities the teacher is undertaking, regardless of whether they are full-time or part-time.

### **Special Educational Needs Allowances**

We may award an SEN allowance to a classroom teacher who would qualify for such an allowance under the relevant provisions of the STPCD. Where an SEN allowance is to be paid, we will determine the value of the allowance, taking into account the structure of our SEN provision; the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.

### **Teachers’ Pay: Annual Reviews and Progression**

We will ensure that each teacher’s salary is reviewed annually, with effect from 1 September and no later than 31 October each year. All teachers will be provided with an annual statement setting out their salary and any other financial benefits to which they are entitled.

The Executive Headteacher/Headteacher’s salary will be reviewed with effect from 1 September and no later than 31 December each year. The Executive Headteacher/Headteacher will be provided with an annual statement setting out their salary and any other financial benefits to which they are entitled.

Pay reviews may take place at other times of the year following changes in circumstances or job description that affect the basis for calculating an individual’s pay. A written statement will be provided if pay is changed following such a review.

## **Safeguarding**

Where a pay decision leads to a period of pay safeguarding for a teacher, we will give the required notification as soon as possible and no later than one month after the date of the determination, in accordance with the STPCD.

## **Inflationary Pay Increases**

The STRB produces an annual report recommending whether the pay ranges in the STPCD should be uplifted. In recent years an increase has been recommended to the minima and maxima of each pay range, but schools have total discretion as to whether to apply an increase to any intermediary points.

We will consider the STRB recommendation and the new STPCD each year before deciding whether to uplift the teacher pay ranges (current version provided in Appendix D). The minima of each pay range will usually be uplifted in line with the STPCD, but other increases will be at the discretion of the Trustees who will take into account affordability, overall School/Trust performance and market conditions.

## **Pay Progression**

Teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Our Professional Growth Policy contains further information about the appraisal process.

As set out in our Professional Growth Policy every staff member will be expected to highlight their strengths and discuss where they have been particularly successful in their Professional Growth Plan, in addition to identifying areas for development and associated future opportunities.

Early Career Teachers will usually be appointed at the minimum of the Main Pay Range may be recommended for pay progression if they successfully complete the first year of their induction period.

Following completion of an individual teacher's annual appraisal and subject to the provisions of this policy, the teacher should expect to receive pay progression within the maximum of their pay range unless they are subject to formal capability procedures (which at a minimum would mean the teacher has been notified that formal procedures are commencing) in which case pay progression may be withheld.

Where a teacher is absent due to pregnancy, maternity, adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.

The Professional Growth Plans will be reviewed by the Headteacher for the purposes of moderation.

The moderated plans will then be passed to the Headteacher for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded).

If a Teacher is unhappy with the pay decision, they may appeal the decision in regard to their pay using the process outlined in Appendix A.

### **Progression to Upper Pay Range**

Any qualified teacher may apply to be paid on the Upper Pay Range (UPR) and applications will be assessed in line 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. It is usual for teachers to consider applying for progression after approximately 5 years' teaching experience, by which time they are likely to be able to achieve and sustain the necessary level of competence and contribution. However, in exceptional cases, teachers may feel ready at an earlier stage, whereas other teachers may decide not to apply for progression until later in their career.

Applications to be paid on the Upper Pay Range may be made once a year, in writing, to the Executive Headteacher. Teachers are encouraged to discuss with their Headteacher their intention to apply for progression at an early stage in the preceding academic year, for example when their professional growth plan is being set so that they can be supported to achieve the required standards and gather the necessary evidence to demonstrate their achievements and contribution.

An application to be paid on the Upper Pay Range should include the results of at least two recent appraisals/PG plans, together with a statement explaining how the applicant has met the assessment criteria and supporting evidence. An application will be successful where the Executive Headteacher is satisfied that:

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

For the purposes of this Pay Policy:

- 'highly competent' means 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 School and/or Trust, in order to help them meet the relevant standards and develop their teaching practice;
- 'substantial' means of real importance, validity or value to the School and/or Trust; playing a critical role in the life of the School and/or Trust; providing a role model for teaching and learning; making a distinctive contribution to the raising of pupil standards; taking advantage of appropriate opportunities for professional development and using the outcomes effectively to improve pupils' learning; and
- 'sustained' means maintained continuously over two academic years.

The application will be assessed by the Executive Headteacher following a meeting with the Headteacher and the teacher to discuss their application. The Executive Headteacher may also seek supporting evidence from the teacher's PG line manager. The decision will be communicated verbally and confirmed in writing within 5 working days.

If successful, the teacher will move to the Upper Pay Range with effect from 1 September in the year following that in which the application is approved, unless the Executive Headteacher agrees to an earlier effective date. The teacher will be placed on the minimum point of the Upper Pay Range.

If unsuccessful, feedback will be provided by the Executive Headteacher which includes an explanation of where the teacher was assessed to be falling short of the progression criteria. Any appeal against a decision not to move the teacher to the Upper Pay Range will be heard under the Appeal arrangements set out in Appendix A.

### **Progression on Upper Pay Range**

UPR teachers can expect to receive regular, constructive feedback on their performance and are subject to annual professional growth conversations that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Our Professional Growth Policy contains further information about the appraisal process.

Following completion of an individual UPR teacher's annual professional growth plan and subject to the provisions of this policy, the teacher should expect to receive pay progression within the maximum of their pay range unless they are subject to formal capability procedures (which at a minimum would mean the teacher has been notified that formal procedures are commencing) in which case pay progression may be withheld.

Where a teacher is absent due to pregnancy, maternity, adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.

The moderated plans will then be passed to the Headteacher for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded).

If a Teacher is unhappy with the pay decision, they may appeal the decision in regard to their pay using the process outlined in Appendix A.

### **Stepping down from Upper Pay Range**

A teacher may request to be moved down the pay ranges (for example from the Upper Pay Range to Main Pay Range). This may be for personal reasons (such as to improve work/life balance, or to manage a health condition, or as part of a planned move towards retirement) or for professional reasons (for example if a

teacher decides that they prefer classroom practice to leadership and management activities, or wishes to develop a new skill set such as SEN expertise). Such a request can be made to the Headteacher at any time and will be discussed with the teacher before a decision is made, based on individual circumstances and the needs of the School.

A teacher may also be offered downward movement on the pay range as an alternative to formal capability action or during the course of capability action, in order to enable the teacher to focus on improving their classroom practice by removing additional responsibilities. This may be offered as either a temporary or permanent adjustment, and will not usually be considered until after the teacher has been offered support.

Where downward movement is requested or agreed by the teacher, pay safeguarding will not apply.

### **Support Staff Pay: Initial Determination**

Support staff will be appointed in accordance with the Kent Range Grade Framework. The Kent Range Grade Framework is attached at Appendix D.

We may also employ casual staff on an hourly paid basis where the requirement for certain types of work is not predictable: for example, staff covering support staff absences. Hourly rates for casual staff will depend on the qualifications required for the post.

We have full discretion to determine the grades of newly appointed support staff and the point of entry onto the grade. However, we must have regard to the responsibilities of the post and to the pay ranges, terms and grading applicable for similar roles of work when deciding the grade for a post. The point of entry on the grade will usually be at the minimum point but we may pay at a higher incremental point if this is justified by a new employee's skills or experience.

We have discretion to temporarily re-grade staff who are covering for absent colleagues at a higher grade. Consideration can be given to the payment of an acting allowance once a member of the support staff has been covering the duties of an absent colleague for more than four weeks, and may be backdated to the start of the acting up period. If the relevant duties and responsibilities are being shared then consideration may be given to paying an honorarium.

We may consider payment of an honorarium in other situations, with the amount depending on the circumstances of each case. In general, this is likely to be considered when an employee performs duties beyond their normal role for a specific task or over an extended period or where the additional duties and responsibilities are exceptionally onerous and required by the Headteacher.

## **Support Staff Pay: Annual Reviews and Progression**

### **Inflationary Pay Increases**

We will consider applying an inflationary increase to its pay range for support staff each year, to become effective on 1 April. However, a higher or lower amount may be considered depending on affordability.

### **Pay Progression not based on Performance**

Support staff who are not already at the top of the relevant pay grade for their job role will be moved to the next point on or around 1 April each year. Pay progression may be withheld where an employee is subject to a formal capability process, or a formal disciplinary procedure which may amount to gross misconduct if upheld (NB: where the outcome of the disciplinary procedure is that the allegations are not upheld or the outcome is less than gross misconduct, any increment will be reinstated and backdated), or has resigned or been dismissed subject to a notice period.

## **Appendix A**

### **Principles**

An employee who wishes to appeal a decision in relation to their pay must comply with this procedure. The matter should not be raised or dealt with under our Grievance Policy and Procedure. The reasons for seeking a review may include the person or Committee who made the decision having:

- incorrectly applied any provision of the pay policy;
- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence;
- took account of irrelevant or inaccurate evidence;
- being biased; or
- unlawfully discriminated against the employee.

The employee will receive written confirmation of the pay determination and where applicable the basis on which the decision was made. If the employee is not satisfied, they should seek to resolve this by raising the matter informally with the Headteacher within ten working days of the decision. The Headteacher will arrange a meeting without unreasonable delay.

If the employee is not satisfied with the outcome of the informal discussion with the Headteacher then they may follow the formal appeal process.

### **Formal Appeal Process**

The employee will provide in writing the specific grounds for questioning the pay decision together with evidence which they consider should be taken into account. The appeal letter must be sent to the person or committee who made the decision within ten working days of the pay determination or the informal discussion with the Headteacher.

Three Governors/Trustees will form a panel to hear the appeal.

The appeal hearing should be held without unreasonable delay following receipt of the letter of appeal.

The panel may invite the Headteacher to the hearing and they will provide the meeting with any relevant information required by the Governors/Trustees. No specific information concerning the remuneration of other members of staff shall be given in the presence of the employee for whom the appeal is being heard. Where the panel requests such pay information from the Headteacher, it will be conveyed confidentially to them alone. The employee may ask questions of the Headteacher.

The employee will be given the opportunity to make representations in person and may be accompanied by a work colleague or union representative.

The panel will carefully consider all the evidence that is presented before making a decision. The outcome of the appeal will be communicated to the employee in writing without unreasonable delay and will include reasons for the decision.

The decision of the panel at the appeal hearing is final.

## **Appendix B- Staff Structure- Allington Primary School**

Please see school website – [www.allington.kent.sch.uk](http://www.allington.kent.sch.uk)

## **Appendix C- Staff Structure- Barming Primary School**

Please see school website – [www.barming.kent.sch.uk](http://www.barming.kent.sch.uk)

## Appendix D-Teaching Staff Pay Scales

| Unqualified Teacher Pay Range  |                    |                   |                   |             |
|--------------------------------|--------------------|-------------------|-------------------|-------------|
|                                | England exc London | Inner London Area | Outer London Area | Fringe Area |
| <b>Minimum</b>                 | £22,601            | £28,343           | £26,789           | £24,066     |
| <b>Maximum</b>                 | £35,259            | £40,994           | £39,450           | £36,718     |
| Main Pay Range                 |                    |                   |                   |             |
|                                | England exc London | Inner London Area | Outer London Area | Fringe Area |
| <b>Minimum</b>                 | £32,916            | £40,317           | £37,870           | £34,398     |
| <b>Maximum</b>                 | £45,352            | £52,300           | £50,474           | £46,839     |
| Upper Pay Range                |                    |                   |                   |             |
|                                | England exc London | Inner London Area | Outer London Area | Fringe Area |
| <b>Minimum</b>                 | £47,472            | £57,632           | £52,219           | £48,913     |
| <b>Maximum</b>                 | £51,048            | £62,496           | £56,154           | £52,490     |
| Leadership Pay Range           |                    |                   |                   |             |
|                                | England exc London | Inner London Area | Outer London Area | Fringe Area |
| <b>Minimum</b>                 | £51,773            | £61,554           | £55,881           | £53,198     |
| <b>Maximum</b>                 | £143,796           | £153,490          | £147,866          | £145,218    |
| Leading Practitioner Pay Range |                    |                   |                   |             |
|                                | England exc London | Inner London Area | Outer London Area | Fringe Area |
| <b>Minimum</b>                 | £52,026            | £61,858           | £56,154           | £53,460     |
| <b>Maximum</b>                 | £79,092            | £88,930           | £83,223           | £80,528     |
| Allowances                     |                    |                   |                   |             |
|                                | TLR1               | TLR2              | TLR3              | SEN         |
| <b>Minimum</b>                 | £10,174            | £3,527            | £702              | £2,787      |
| <b>Maximum</b>                 | £17,216            | £8,611            | £3,478            | £5,497      |

## Appendix E- Support Staff Pay Scales

| <b>Grade Name</b> | <b>Minimum</b> | <b>Maximum</b> |
|-------------------|----------------|----------------|
| KSK               | £63,376.00     | £70,007.00     |
| KSJ               | £55,764.00     | £62,535.00     |
| KSI               | £47,990.00     | £53,446.00     |
| KSH               | £41,782.00     | £46,606.00     |
| KSG               | £36,264.00     | £39,760.00     |
| KSF               | £32,140.00     | £35,035.00     |
| KSE               | £29,167.00     | £30,934.00     |
| KSD               | £27,904.00     | £29,020.00     |
| KSC               | £26,956.00     | £27,765.00     |
| KSB               | £26,822.00     | £26,822.00     |
| KSA               | £26,168.00     | £26,168.00     |