



Teachers' Pay Policy

2026-27

Board Approved Date	July 2026
Version	2.0
Author Initials	MS / RC / GA
Review Date	July 2027

(This policy supersedes all previous Teachers' pay policies)

Summary of Changes: 2025-26 September to December 2025-26

Section	Pay Policy 2025-26 (September)	Pay Policy 2025-26 (Updated Dec 2025)	Summary of Change
1. Principles	Pay linked to performance via appraisal	Explicitly states pay is no longer linked to appraisal	Removed link between pay progression and appraisal
4. Pay Reviews	Annual reviews by 31 October (teachers)	Same for teachers, but clarified leadership pay confirmed by 31 Dec	Greater clarity on timelines for leadership pay decisions
6. Pay Progression	Linked to performance and appraisal	Not linked to appraisal; automatic unless capability process in place	Removes performance-based pay progression
7. Pay Progression Between Bands	Based on performance and years of experience	Based on qualifications, experience, and role expectations—not appraisal	Removes appraisal dependency in band movement
8. Movement to Band 3 (Upper Pay)	Formal application with evidence of substantial /sustained contribution	Informal expression of intent by 1 Sept; reviewed against contribution	Simplified application and evidence requirements
9. Leadership Pay Progression	Based on appraisal and objectives	Based on holistic contribution, not directly linked to appraisal	Broadens assessment criteria, removes formal target dependency
16. TLR Payments	Aligned with STPCD; no future changes stated	Prepares for "responsibility-weighted" TLRs for 2026 STPCD updates	Anticipates and prepares for future statutory changes
20. Executive Pay	Not included	Added in as a result of the new Academy Handbook	
Pay Determination on Appointment	Factors include nature of post, qualifications, skills, experience	Same factors retained	No substantive change
Discretionary Allowances	Criteria include skills, complexity, experience	Same criteria retained	No change
Unqualified Teachers	Progression based on appraisal	Progression not linked to appraisal; withheld only if capability process	Aligns with changes for qualified staff
Appeals	Process outlined with steps and rights	Same process retained	No change
Appendices	Includes 2024-25 pay scales and full application form for Band 3	Updated 2025-26 pay scales; Band 3 application now informal	Policy documentation streamlined

Summary of Changes: December (2025-26) to July (2026-27)

Section	Pay Policy 2025-26 (September)	Pay Policy 2026-27 (Updated July 2026)	Summary of Change
---------	-----------------------------------	---	-------------------

Review cycle	Passed by board in September	Now passed by board in July. Pay bands to be updated later	
TLR Payments	Referenced changes to full TLR payments by Sept 2026	Replaced with from September 2026	

December 2025 - Additional Notes.

- The updated policy provides more detail on safeguarding, capability, and the appeals process.
- The updated policy clarifies that pay progression is only withheld if a teacher is in formal capability proceedings.
- TLR (Teaching and Learning Responsibility) payments are being prepared for a future move to responsibility-weighted payments, in line with anticipated statutory changes.
- The process for moving to Band 3 (Upper Pay Range) is now less formal, requiring only a written expression of intent rather than a full application with evidence.

6

Date	Action (meeting, email etc)	Comments	Attendance

Table of Contents

1. Principles.....	5
2. Remuneration of Senior Executives.....	5
3. Pay Scales for Teachers and Leaders.....	5
4. Pay Reviews.....	5
5. Basic Pay Determination on Appointment.....	6
6. Pay Progression.....	6
7. Capability and Pay Progression.....	7
8. Pay Progression between Bands.....	7
9. Movement to and within Band 3.....	7
10. Pay Progression for Leadership.....	8
11. Part-Time Teachers.....	8
12. Pay Increases from STPCD.....	9
13. Temporary Teaching and Learning Responsibilities (TLRs).....	9
14. Recruitment and Retention Payments.....	9
15. Discretionary Allowances and Payments.....	9
16. Safeguarding.....	9
17. TLR Payments.....	11
18. Other Additional Payments.....	11
19. Unqualified Teachers.....	12
20. Executive Pay.....	12
21. Appeals.....	13
22. Monitoring and Review.....	14
Appendix 1 – 2026–27 Pay Scales.....	17
Appendix 2 – Teachers' Standards.....	18
Appendix 3 – Criteria for Pay Progression.....	20
Appendix 4 – Remuneration Committee Terms of Reference.....	23

ESW Pay Policy – Version 2.0 (Effective from 1 September 2025)

1. Principles

This policy complies with the latest School Teachers' Pay and Conditions Document (updated annually) and has been consulted upon with staff and recognised trade unions.

In adopting this pay policy, we aim to:

- Maintain and improve the quality of teaching and learning at each school.
- Support each School Improvement Plan.
- Ensure staff are motivated and supported through fair, transparent pay practices.
- Ensure pay decisions are transparent, equitable, and based on national guidance.

Decisions on pay are made by the ESW Remuneration Committee.

2. Remuneration of Senior Executives

Executive pay is recommended by the Executive Remuneration Committee to ensure fairness and impartiality. Executives with a conflict of interest are excluded from deliberations. Terms of reference are in Appendix 4.

3. Pay Scales for Teachers and Leaders

Pay scales are reviewed annually by the ESW Remuneration Committee and reflect the latest STPCD. See Appendix 1 for full 2026-27 pay scales.

4. Pay Reviews

All staff salaries are reviewed annually, effective 1 September. Teachers receive written confirmation of their salary and any additional payments.

A written pay recommendation will be prepared by the Head/Executive Head or relevant line manager in advance of the pay determination. The ESW Remuneration Committee will consider this recommendation before making a decision.

Where a pay determination leads or may lead to salary protection, staff are notified within one month.

Pay decisions for teachers will normally be confirmed by 31 October, and for leadership roles by 31 December, in line with sector expectations.

5. Basic Pay Determination on Appointment

Starting salaries are set by the Head/Executive Head considering:

- The nature of the post
- Qualifications, skills, and experience
- Market conditions (within statutory pay ranges)
- The wider school context

No appointment may exceed the statutory pay range for the post as set out in the STPCD. There is no presumption that previous salary levels are retained.

6. Pay Progression

The ESW Remuneration Committee will consider annually whether each teacher's pay should be increased, as required by STPCD paragraph 19.1.

- Pay progression is not linked to appraisal.
- All eligible staff will be considered for progression annually through the pay points, unless subject to formal capability procedures.
- Staff are not required to meet targets or objectives to move up pay points.
- **Progression may only be withheld if a teacher is in capability proceedings.** (STPCD 19.2)
- Decisions to withhold progression must be supported by formal processes in line with employment law.

7. Capability and Pay Progression

The Trust is committed to a fair, transparent, and statutory-compliant pay progression process. While the ESW Pay Policy supports generous progression terms, including automatic annual progression, it is important to clarify how capability concerns may affect progression decisions.

In accordance with the School Teachers' Pay and Conditions Document (STPCD), pay progression must be considered annually for all eligible teaching staff. The following criteria apply in relation to capability:

- **Formal Capability Procedures:**
Pay progression may be withheld where a teacher is subject to formal capability procedures during the relevant appraisal period.

This refers specifically to cases where performance concerns have escalated to a formal capability process, as defined in the Trust's Capability Policy.

- **Informal Support and Monitoring:**

Teachers who are not subject to formal capability procedures will be considered eligible for progression, regardless of whether informal support, monitoring, or performance management discussions have taken place.

8. Pay Progression between Bands

Teachers progress through Bands 1 (Emerging), 2 (Embedded), and 3 (Mastery), typically aligned with:

- Band 1: M1–M3
- Band 2: M4–M6
- Band 3: UPS

Movement between bands is determined by qualifications, experience, and role expectations, not appraisal.

Length of service: No additional or undefined requirements for length of service are imposed, in line with STPCD.

9. Movement to and within Band 3

Any qualified teacher may apply for Band 3 (Upper Pay Range) once eligible.

Applications are considered at least annually, in line with STPCD paragraph 15.

When they wish to progress they must indicate in writing to the Headteacher their wish to move to Band 3 the following academic year. They should indicate this no later than 1 September of the new academic year.

Applications are reviewed by the Head/Executive Head and recommended to the Remuneration Committee.

Criteria: The teacher must be highly competent in all elements of the Teachers' Standards, and their achievements and contribution must be substantial and sustained. For example typically 6 years+ experience, substantial contribution to school priorities and leadership/teacher development responsibilities.

The process for assessment and interpretation of criteria is set out in Appendix 2.

Progression within Band 3 is considered annually,

10. Pay Progression for Leadership

Leadership pay progression is considered annually (STPCD 11.1).

Progression is based on a holistic review of the individual's contribution to school leadership, including:

- Scope and impact of leadership responsibilities
- Pupil outcomes
- Contribution to school improvement and strategic direction
- Line management and staff development
- Delivery of School Improvement Plan priorities

Performance is assessed holistically, not based on a single year's outcomes. While formal appraisal may support development, it is not linked to pay decisions.

The Remuneration Committee may consider evidence provided by the CEO, Head/Executive Head, and Leadership Team when making decisions.

Capability procedures may be considered if there are serious concerns regarding leadership performance, which could impact progression decisions.

11. Part-Time Teachers

Pay is pro-rata to a full-time equivalent based on days/hours worked. Supply teachers are paid on a daily or hourly basis in line with the STPCD.

12. Pay Increases from STPCD

All teachers receive pay uplifts as defined in the School Teachers' Pay and Conditions Document (STPCD), subject to national announcements and funding availability.

13. Temporary Teaching and Learning Responsibilities (TLRs)

TLR3s may be awarded for time-limited duties up to 3 years.

TLR1 and TLR2 payments are for ongoing responsibilities.

From September 2025: TLR1 and TLR2 payments may be paid based on the proportion of responsibility carried out, not hours worked.

See Appendix 1 for current values.

14. Recruitment and Retention Payments

Additional payments may be made to attract or retain staff where there is clear evidence that recruitment or retention would otherwise be difficult.

15. Discretionary Allowances and Payments

These may be awarded based on:

- Complexity of role
- Specialist skills
- Market conditions

16. Safeguarding

In accordance with the School Teachers' Pay and Conditions Document (STPCD 29-32), where a teacher's salary is reduced due to changes in role, responsibilities, or school structure, the Trust will apply pay safeguarding provisions to protect the teacher's earnings for a defined period.

- Staff will be notified in writing within one month of any safeguarding decision, including the reason, value, and duration of safeguarding.
- Additional duties may be allocated commensurate with the safeguarded sum, as required by the STPCD.

Eligibility for Safeguarding

Safeguarding will apply where a teacher loses pay as a result of:

- A change in post or responsibilities not arising from disciplinary or capability procedures;
- A restructure or reorganisation of staffing;
- The removal or reduction of a Teaching and Learning Responsibility (TLR) payment;
- Any other change that results in a reduction in salary or allowances, outside the teacher's control.

Safeguarding Period

Safeguarding will be applied for a period of up to three years from the

date the pay reduction takes effect, in line with the STPCD. The safeguarded sum will be paid in addition to the teacher's revised salary.

Conditions and Cessation of Safeguarding

Safeguarding will cease before the end of the three-year period if:

- The teacher moves to a post where the salary or allowance equals or exceeds the safeguarded amount;
- The teacher leaves the employment of the Trust;
- The teacher unreasonably refuses to carry out duties commensurate with the safeguarded payment, as defined by the Trust.

Notification and Review

Teachers will be notified in writing of any safeguarding arrangements, including:

- The amount being safeguarded;
- The start and end dates of the safeguarding period;
- Any duties associated with the safeguarded payment.

Safeguarding arrangements will be reviewed annually and adjusted where appropriate, for example, where pay increases reduce the difference between the current salary and the safeguarded amount.

Compliance

All safeguarding arrangements will be implemented in accordance with the provisions set out in Sections 29–32 of the STPCD and will be reflected in the teacher's annual pay statement.

17. TLR Payments

A Teaching and Learning Responsibility (TLR) payment may be awarded to a teacher for undertaking a sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning, for which they are made accountable.

The Head/Executive Head must be satisfied that the teacher's 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 judgment;

- Requires the teacher to lead, manage, and develop a subject or curriculum area; or to lead and manage student development across the curriculum;
- Has an impact on the educational progress of students other than the teacher's assigned classes or groups of students; and
- Involves leading, developing, and enhancing the teaching practice of other staff.

Before awarding a TLR1, the responsibility must also include line management of a significant number of people.

A teacher may not hold more than one TLR at the same time, but a single TLR may reflect multiple areas of significant responsibility.

TLRs may only be awarded where clearly set out in the school's staffing structure and this policy.

From 1 September 2026, all TLR1 and TLR2 payments will be determined based on the proportion of responsibility undertaken, in line with STPCD requirements.

See Appendix 1 for TLR values.

18. Other Additional Payments

Discretionary payments may be made for activities outside normal duties, including:

- CPD outside school hours
- Initial teacher training contributions
- Out-of-hours learning
- Support to other schools

19. Unqualified Teachers

Paid on the 6-point unqualified teacher pay scale as set out in the STPCD as shown in Appendix 1. The ESW Remuneration Committee determines the appropriate salary on appointment, taking into account:

- The nature and responsibilities of the post
- Relevant qualifications and experience
- Market conditions
- The wider school context

Progression is not linked to appraisal outcomes, but may be withheld if concerns about performance are being addressed through formal capability procedures.

Decisions are made by the ESW Remuneration Committee based on advice from the Head/Executive Head.

Additional allowances may be awarded to an unqualified teacher who:

- Undertakes sustained additional responsibilities that focus on teaching and learning and require the exercise of a teacher's professional skill and judgement; or
- Possesses qualifications or experience that bring added value to the role undertaken.

Unqualified teachers who obtain Qualified Teacher Status (QTS) while employed at the school will be transferred to the qualified teacher pay scale at a salary that is at least equivalent to the pay they were receiving as an unqualified teacher.

20. Setting Executive Pay

ESW defines 'executive roles' as those roles, alongside the CEO, who are responsible for the leadership of the Trust as a whole.

Currently these are defined as

- Ceo
- Deputy CEO
- Directors of Education / Director of Safeguarding

ESW ensures its decisions about levels of executive pay (including salary and other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities.

The trust board discharges its responsibilities effectively, ensuring its approach to, and levels of, pay and benefits is transparent, proportionate and defensible. and ensures the following:

- robust decision-making that demonstrates justifiable pay
- proportionality – that pay and benefits represent
- good value for money and are defensible relative to the public sector market
- documented decision-making with rationale and approval by the board

- a basic presumption that executive pay and benefits should not increase at a faster rate than that of teachers, in individual years and over the longer term"

The trust has a dedicated Remuneration Committee to oversee the pay setting and review process to ensure executive pay is fair, competitive and in line with sector standards.

In line with the Academy Trust Handbook, the Trust publishes the number of employees whose benefits exceeded £100,000, in £10,000 bandings, for the previous year ended 31 August. Benefits for this purpose include salary, employers' pension contributions, other taxable benefits and termination payments. ESW also ensures all senior employees' payroll arrangements are fully compliant with tax obligations.

21. Appeals

Staff may appeal any pay determination. The following process applies:

1. **Informal Resolution:** The employee should first attempt to resolve the issue informally by discussing it with the Head/Executive Head within ten working days of receiving confirmation of the pay decision.
2. **Formal Appeal:** If the issue is not resolved, the employee may submit a formal appeal. The grounds for the appeal must be set out in writing and sent to the Clerk to the Board within ten working days of the outcome of the informal discussion.
3. **Appeal Panel:** A panel of three ESW Board members (not involved in the original decision) will hear the appeal. The hearing will normally take place within 20 working days of the appeal submission.
4. **Representation:** The employee has the right to be accompanied by a union representative or colleague and to call witnesses.
5. **Notification:** The employee will receive at least five working days' notice of the hearing and a copy of all relevant documents, including:
 - The date, time, and location of the hearing
 - Evidence to be considered
 - The names of any witnesses
6. **Submission of Documents:** The employee may submit further evidence up to three working days before the hearing.

7. **Hearing:** The appeal may proceed in the employee's absence if they fail to attend without good reason. If unwell, they may submit written evidence or send a representative.
8. **Outcome:** The panel will issue a written outcome. If the appeal is rejected, reasons will be provided along with a summary of the evidence considered.

22. Monitoring and Review

The Board reviews the implementation and impact of this policy annually to ensure compliance with equalities legislation and consistency of application.

Appendix 1 – 2026–27 Pay Scales (from 1 September 2026)

Salary Grade	Salary Sept 26
M1	34,069
M2	36,042
M3	38,400
M4	40,941
M5	43,529
M6	46,940

U1	49,134
U2	50,956
U3	52,835

UQT1	23,393
UQT2	26,075
UQT3	28,758
UQT4	31,124
UQT5	33,811
UQT6	36,494

TLR's	ESW New Structure
2A	3,683
2B	6,287
2C	8,890
1A	10,539
1B	13,017
1C	15,556
1D	17,819
TLR3A	762
TLR3B	1,809
TLR3C	2,858

Leadership Scales	Salary Sept 26
L1	53,586
L2	54,927
L3	56,298
L4	57,699
L5	59,137
L6	60,619
L7	62,251
L8	63,688
L9	65,278
L10	66,956
L11	68,691
L12	70,275
L13	72,032
L14	73,827
L15	75,664
L16	77,676
L17	79,460
L18	81,457
L19	83,478
L20	85,547
L21	87,664
L22	89,842
L23	92,065
L24	94,349
L25	96,694
L26	99,086
L27	101,540
L28	104,059
L29	106,637
L30	109,291
L31	111,990
L32	114,774
L33	117,624
L34	120,532
L35	123,528
L36	126,587
L37	129,733
L38	132,943
L39	136,184
L40	139,581
L41	143,069
L42	146,653
L43	148,829

Appendix 2: Teachers' Standards (Updated 2021)

Part One: Teaching

A teacher must:

1. Set high expectations which inspire, motivate and challenge pupils

- establish a safe and stimulating environment for pupils, rooted in mutual respect
- set goals that stretch and challenge pupils of all backgrounds, abilities and dispositions
- demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils.

2. Promote good progress and outcomes by pupils

- be accountable for pupils' attainment, progress and outcomes
- be aware of pupils' capabilities and their prior knowledge, and plan teaching to build on these
- guide pupils to reflect on the progress they have made and their emerging needs
- demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching
- encourage pupils to take a responsible and conscientious attitude to their own work and study.

3. Demonstrate good subject and curriculum knowledge

- have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain pupils' interest in the subject, and address misunderstandings
- demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship
- demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulacy and the correct use of standard English, whatever the teacher's specialist subject
- if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics
- if teaching early mathematics, demonstrate a clear understanding of appropriate teaching strategies.

4. Plan and teach well structured lessons

- impart knowledge and develop understanding through effective use of lesson time
- promote a love of learning and children's intellectual curiosity
- set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired
- reflect systematically on the effectiveness of lessons and approaches to teaching
- contribute to the design and provision of an engaging curriculum within the relevant subject area(s).

5. Adapt teaching to respond to the strengths and needs of all pupils

- know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively
- have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these
- demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support pupils' education at different stages of development
- have a clear understanding of the needs of all pupils, including those with special educational needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.

6. Make accurate and productive use of assessment

- know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements
- make use of formative and summative assessment to secure pupils' progress
- use relevant data to monitor progress, set targets, and plan subsequent lessons
- give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback.

7. Manage behaviour effectively to ensure a good and safe learning environment

- have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in

classrooms and around the school, in accordance with the school's behaviour policy

- have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly
- manage classes effectively, using approaches which are appropriate to pupils' needs in order to involve and motivate them
- maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary.

8. Fulfil wider professional responsibilities

- make a positive contribution to the wider life and ethos of the school
- develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support
- deploy support staff effectively
- take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues
- communicate effectively with parents with regard to pupils' achievements and well-being.

Part Two: Personal and professional conduct

A teacher is expected to demonstrate consistently high standards of personal and professional conduct. The following statements define the behaviour and attitudes which

set the required standard for conduct throughout a teacher's career.

- Teachers uphold public trust in the profession and maintain high standards of

ethics and behaviour, within and outside school, by:

- treating pupils with dignity, building relationships rooted in mutual respect,

and at all times observing proper boundaries appropriate to a teacher's professional position

- having regard for the need to safeguard pupils' well-being, in accordance

with statutory provisions

- showing tolerance of and respect for the rights of others

- not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs
- ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law.
- Teachers must have proper and professional regard for the ethos, policies and practices of the school in which they teach, and maintain high standards in their own attendance and punctuality.
- Teachers must have an understanding of, and always act within, the statutory frameworks which set out their professional duties and responsibilities.

Appendix 3: Criteria for Pay Progression

1. Introduction

The ESW Remuneration Committee considers pay progression for all eligible teaching staff annually, in accordance with the School Teachers' Pay and Conditions Document (STPCD) and the ESW Pay Policy (July 2026). This appendix sets out the criteria and process for pay progression decisions for all teachers, leaders, and unqualified teachers.

2. General Principles

- All eligible teachers are considered for progression annually.
- Pay progression is not linked to appraisal or the achievement of specific objectives.
- Progression may only be withheld if a teacher is in formal capability proceedings, as defined in the Trust's Capability Policy.
- Informal support, monitoring, or performance management discussions do not affect eligibility for progression.
- No additional or undefined requirements for length of service are imposed, in line with the STPCD.
- All decisions must comply with the Equality Act and be evidence-based.

3. Definitions of Key Criteria

- **Highly Competent:** Consistently meets all elements of the Teachers' Standards (see Appendix 2), demonstrating a secure and broad understanding of teaching and learning, and positively impacting pupil progress.
- **Substantial and Sustained Contribution:** Evidence of significant, positive impact on pupil outcomes, school priorities, and the wider school community, maintained over at least two academic years.
- **Holistic Review:** For leadership, a broad assessment of the individual's overall contribution, not based solely on a single year's outcomes.

4. Criteria and Process by Pay Band

a. Main Pay Range (Bands 1 and 2)

- **Progression:** Annual, unless subject to formal capability procedures.
- **Criteria:**
 - Not subject to formal capability procedures.

- Continues to meet the Teachers' Standards.
- **Evidence:** Confirmation from the Head/Executive Head that the teacher is not in capability proceedings and meets the Teachers' Standards.

b. Upper Pay Range (Band 3)

- **Eligibility:** Any qualified teacher may apply for Band 3 once eligible.
- **Application Process:**
 - Written expression of intent to the Headteacher by 1 September.
 - Application considered at least annually.
- **Criteria:**
 - Not subject to formal capability procedures.
 - Highly competent in all elements of the Teachers' Standards.
 - Achievements and contribution are substantial and sustained (see definitions above).
- **Evidence:**
 - Examples of impact on pupil progress, curriculum development, mentoring, or leadership roles.
 - Evidence may include lesson observations, pupil outcomes, and contributions to school priorities.
- **Assessment:** Head/Executive Head reviews application and evidence, makes recommendation to the Remuneration Committee.
- **Progression within Band 3:** Considered annually, based on continued demonstration of criteria.

c. Leadership Pay Range

- **Progression:** Considered annually (STPCD 11.1), normally by one point within the individual's pay range.
- **Criteria:**
 - Not subject to formal capability procedures.
 - Holistic review of contribution, including:
 - Scope and impact of leadership responsibilities.
 - Pupil outcomes.
 - Contribution to school improvement and strategic direction.
 - Line management and staff development.
 - Delivery of School Improvement Plan priorities.
- **Evidence:** May include school performance data, feedback from staff, and evidence of leadership impact.

- **Assessment:** Remuneration Committee considers evidence provided by the CEO, Head/Executive Head, and Leadership Team.

d. Unqualified Teachers

- **Progression:** Annual, unless subject to formal capability procedures.
- **Criteria:**
 - Not subject to formal capability procedures.
 - Satisfactory performance in the role, as advised by the Head/Executive Head.
- **Evidence:** Confirmation from the Head/Executive Head.

5. Process Steps

1. **Annual Review:** All eligible staff are reviewed for progression each year.
2. **Application (UPR/Band 3 only):** Teachers submit written intent by 1 September.
3. **Evidence Gathering:** Teachers and leaders may submit evidence as outlined above.
4. **Recommendation:** Head/Executive Head makes a written recommendation to the Remuneration Committee.
5. **Decision:** Remuneration Committee makes the final determination.
6. **Notification:** All decisions are communicated in writing.
7. **Appeals:** Staff may appeal any pay determination in line with Section 19 of the ESW Pay Policy.

6. Appeals

- Staff may appeal any pay determination using the process set out in Section 19 of the ESW Pay Policy.

Note: This appendix should be read in conjunction with the Teachers' Standards (Appendix 2) and the main body of the ESW Pay Policy (October 2025).

APPENDIX 4

ESW Remuneration Committee

Core Purpose

- To update pay scales, including the amount for each pay point, annually
- To ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31 October each year
- To ensure that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled.

1. Membership

- Chair of ESW
- Chair of ESW Finance Committee
- One other non-executive director
- Chief Executive Officer

2. Quorum

- 100% of committee

3. Meetings

- The committee meets annually

4. Terms of Reference

- As set out in the pay policy.

Executive Remuneration Committee

Core Purpose

- To recommend to the Board levels of pay for the senior executive officers.

Current Posts in Scope

- Chief Executive Officer (CEO)
- Deputy CEO
- Director of Education
- Chief Finance and Operating Officer

1. Membership

- Chair of ESW
- Deputy Chair of ESW
- One other non-executive Director

Note: Executive officers are neither members of nor attend this committee.

2. Quorum

- 100% of committee

3. Meetings

- The committee meets annually

4. Terms of Reference

4.1 The committee reviews and decides the level of pay of senior executive officers.

4.2 In doing so, it takes into account:

- The ESW pay policy
- Any annual award being given to teaching and other members of staff
- Any comparative data for similar posts nationally and locally
- The need to recruit, retain and motivate senior executive staff

4.3 The level of increase awarded by the committee cannot exceed 3% of existing salary. If the committee wishes to exceed this level, or if the post is a new appointment, it must make a case and seek the approval of the Board.

4.4 Any award of one-off discretionary payments, bonuses and/or non-monetary benefits must have the approval of the Board.