

# Pay Policy 2020 / 2021

## 1. INTRODUCTION

This policy sets out the framework for making pay decisions for all employees of the Good Shepherd 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. The Trust reserves the right to amend or vary this policy at any time and will inform employees when the policy is updated. All reference to 'the Trust', includes all Trust schools and subsidiary organisations.

The Trust will comply with current legislation. It also intends to broadly comply with the provisions of the current School Teachers' Pay and Conditions Document (STPCD), *Fringe Area*, but in the case of any conflict between this policy and the STPCD, this policy will take precedence.

The primary aims of this policy are to:

- Assure the quality of teaching and learning
- support the recruitment and retention of a high quality workforce;
- enable the Trust to recognise and reward employees appropriately for their contribution to the Trust; and
- ensure accountability, transparency, objectivity and equality of opportunity, including compliance with equalities legislation.

The Board of Trustees makes pay policy decisions and the Trust leaders and Local Governing Committees are authorised to administer this policy in line with its terms of reference.

### Review and monitoring

The Trust 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.

### 2020/2021 Pay Ranges

The Trust continues to pay teachers and leadership staff on pay points within a pay range, these points are published in Appendix A.

Following a commitment by the Board of Trustees in 2019/20 from September 2020 the Trust has developed a business and classroom support pay structure to include pay points within the existing pay ranges, these are published in Appendix B.

## 2. DECISION FRAMEWORK

The following table sets out the decision-making responsibilities for pay.

Table 1 – Delegation of Pay Decision Making

Decision	Staff Group	Proposed by*	Approved by*
Basic pay determination on appointment with no variation to the application within the agreed pay banding	Teaching and Classroom support staff	Principal School Leader	
	Business Operations including school administration	Trust Business Manager / Head of Department	
	Principal School Leader and Trust Executive Team	Chief Executive Officer (CEO)	
	CEO	ARC	Board of Trustees
Decision	Staff Group	Proposed by*	Approved by*
Basic pay determination on appointment, where there is a variation to basic pay banding, including TLRs, Honoraria, SEN and recruitment and retention allowances. Other non-cash rewards	Teaching and Classroom support staff	Principal School Leader	Directors of Education (DoE) or HR Director (HRD)
	Business Operations including school administration	Trust Business Manager / Head of Department	Chief Operating Officer (COO) or HRD
	Principal School Leader and Trust Executive Team	Chief Executive Officer (CEO)	Appointments & Remuneration Committee (ARC)
	CEO	ARC	Board of Trustees
Decision	Staff Group	Proposed by*	Approved by*
Pay progression based on performance, including movement to the upper pay range <i>No cost of living increase shall apply to Recruitment and Retention and other discretionary allowances.</i>	Teaching and Classroom support staff	Principal School Leader	DoE with Local Governing Committee
	Business Operations including school administration	Trust Business Manager / Head of Department	Chief Operating Officer (COO) or HRD
	Principal School Leader and Trust Executive Team	CEO	ARC
	CEO	ARC	Board of Trustees

\* All decisions are proposed and approved within the overall framework for pay set out in this document.

### 3. Pay and progression: summary table

This table 2 summarises national requirements and standards set out in the [STPCD](#) with the relevant page numbers included.

References to pay ranges are based on London fringe.

ROLE	PAY RANGE	ELIGIBILITY CRITERIA AND PROFESSIONAL STANDARDS	POSSIBLE PAY ALLOWANCES	PAY PROGRESSION
<b>Principal School Leader (Headteacher; Executive Head Teacher or Principal)</b>	<p><b>Leadership group pay range: L1 to L42</b></p> <p><b>£43,356 to £116,653</b></p> <p>Individual pay range set by the Board, taking into account the school's headteacher group (determined by the size of the school) and responsibilities of the role</p>	<p>QTS or QTLS (page 54)</p> <p>Required: <a href="#">Teachers' Standards</a> <a href="#">National standards of excellence for head teachers</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust</p>	<p>Payments for "clearly temporary" responsibilities that are in addition to their regular duties (pages 17)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be "clearly attributable" to the performance of the individual (page 18)</p>
<b>School Leadership Team (e.g. Deputy &amp; Assistant Head /Principals; Heads of Faculty)</b>	<p><b>Leadership group pay range: L1 to L22</b></p> <p><b>£43,356 to £71,914</b></p> <p>Maximum of pay range must not exceed the maximum of the school's headteacher group, and should only overlap the head teacher's pay range in exceptional circumstances</p>	<p>QTS or QTLS (page 54)</p> <p>Required: <a href="#">Teachers' Standards</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust or Principal School Leader</p>	<p>Acting allowance for acting up as headteacher (pages 28)</p> <p>Additional payments for certain duties outside of role (pages 29)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be "clearly attributable" to the performance of the individual (page 18)</p>

ROLE	PAY RANGE	ELIGIBILITY CRITERIA AND PROFESSIONAL STANDARDS	POSSIBLE PAY ALLOWANCES	PAY PROGRESSION
<b>Leading practitioner</b>	<b>Pay range for lead practitioners: LP1 to LP5 £43,356 to £47,737</b>	<p>QTS or QTLS (page 22)</p> <p>The Trust must be satisfied they can demonstrate excellence in teaching and will be able to contribute to leading the improvement of teaching skills</p> <p>Required: <a href="#">Teachers' Standards</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust or Principal School Leader</p>	<p>Acting allowance for acting up in leadership role (pages 28)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be “clearly attributable” to the performance of the individual (page 24)</p> <p>Quality Assurance through Lead Director of Education for Lead Practitioners</p>
<b>Teachers on the upper pay range</b>	<b>Upper pay range: UPR1 to UPR6 £39,864 to £42,780</b>  Pay set within minimum and maximum of this range	<p>QTS or QTLS (page 21)</p> <p>Successful application to be paid on the upper pay range must satisfy the school that they are highly competent and their achievements and contributions are substantial and sustained (page 21)</p> <p>Required: <a href="#">Teachers' Standards</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust or Principal School Leader</p>	<p>Teaching and learning responsibility (TLR) payments (pages 26)</p> <p>Acting allowance for acting up in leadership role (pages 28)</p> <p>Recruitment and retention incentive (page 29)</p> <p>Additional payments for certain duties outside of role (pages 29)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be “clearly attributable” to the performance of the individual (page 24)</p>

ROLE	PAY RANGE	ELIGIBILITY CRITERIA AND PROFESSIONAL STANDARDS	POSSIBLE PAY ALLOWANCES	PAY PROGRESSION
<p><b>Teachers on the main pay range</b></p>	<p><b>Main pay range: MP1 to MP12 £26,948 to £38,174</b></p>	<p>QTS or QTLS (page 20)</p> <p>Required: <a href="#">Teachers' Standards</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust or Principal School Leader</p>	<p>TLR payments (pages 26)</p> <p>Recruitment and retention incentive (page 29)</p> <p>Acting allowance for acting up in leadership role (page 28)</p> <p>Additional payments for certain duties outside of role (pages 28)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be “clearly attributable” to the performance of the individual (page 24)</p>
<p><b>Unqualified teachers</b></p>	<p><b>Unqualified teacher pay range: UT1 to UT11 £19,362 to £29,924</b></p>	<p>Working towards QTS or QTLS (page 59) but can still <a href="#">work as an unqualified teacher</a></p> <p>Qualification and professional standards within their specialism e.g. music sports etc.</p> <p><a href="#">Teachers' Standards</a></p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by The Trust or Principal School Leader</p>	<p>Recruitment and retention incentive (page 29)</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay decisions must be “clearly attributable” to the performance of the individual (page 24)</p> <p>An unqualified teacher who becomes qualified (pages 23)</p>

ROLE	PAY RANGE	ELIGIBILITY CRITERIA AND PROFESSIONAL STANDARDS	POSSIBLE PAY ALLOWANCES	PAY PROGRESSION
<b>Business Operations &amp; Classroom Support</b>	<b>Business Operations &amp; Classroom Support pay range: A1 to L6</b> <b>£16,932 to £70,052</b>	Professional qualification or training and prior learning and experience linked to the job description and person specification.  Professional Standards linked to qualification where appropriate.  Trust competency framework  Contribute to the vision and live the values of the Trust Any other set of standards set by The Trust or Principal School Leader	Recruitment and retention incentive  Acting allowance for acting up in leadership role  Additional payments for certain duties outside of role	Trust Appraisal and Performance Policies.  Pay decisions must be “clearly attributable” to the performance of the individual

ROLE	PAY RANGE	ELIGIBILITY CRITERIA AND PROFESSIONAL STANDARDS	POSSIBLE PAY ALLOWANCES	PAY PROGRESSION
Executive Leadership Team	<p><b>Leadership group pay range: L24 to L47</b></p> <p><b>£75,466 to £131,865</b></p> <p>Individual pay range set by the Board, taking into account the Trust size and government guidance on <a href="#">Setting executive salaries guidance for academy trusts</a></p>	<p>For CEO - NPQH and/or CEO's/Executive Leaders qualification</p> <p>For Directors of Education - QTS or QTLS (page 54)</p> <p>Professional qualification in area of expertise.</p> <p>Professional standards of required professional body.</p> <p>Trust competency framework</p> <p>Contribute to the vision and live the values of the Trust</p> <p>Any other set of standards set by the Board</p>	<p>Recruitment and retention incentive</p> <p>Additional payments for certain duties outside of role</p>	<p>Trust Appraisal and Performance Polices.</p> <p>Pay increases are linked to a clear and measurable set of objectives and Key Performance Indicators (KPIs).</p> <p>For pay progression the Board must be satisfied that there is an evident link between the levels of achievement of the individual and across the trust.</p> <p>Pay decisions must be “clearly attributable” to the performance of the individual</p> <p>Pay increases should always be considered in the context of the wider organisation.</p>

## **4. TEACHERS' PAY:**

### **4.1. Basic Pay Determination on Appointment**

The Trust will determine the likely pay range for a vacancy prior to advertising it. On appointment the Principal School Leader will determine the starting salary within that range to be offered to the successful candidate. In making such determinations, the Principal School Leader 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 or Trust.

### **4.2. Trust Employed Bank/Supply Teachers**

Teachers employed on a day-to-day or other short notice basis will be paid based on a reference salary on the Trust Main Pay Range. 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.

### **4.3. Unqualified Teachers**

The Trust will pay an unqualified teacher on one of the employment based routes into teaching on the unqualified teachers' pay scale. The Trust 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:
  - i. focused on teaching and learning; and
  - ii. requires the exercise of a teacher's professional skills and judgement; or
- Qualifications or experience which bring added value to the role undertaken.

### **4.4. Lead Practitioners**

The Trust has determined that it will appoint a number of Lead Practitioners in key curriculum areas to support school improvement across the Trust. Lead Practitioners are nominated by their Principal School Leader, validated and selected by a Director of Education and are deployed as required in consultation with their home school. The Lead Practitioner pay range will be set in accordance with the STPCD. In all cases the Lead Practitioner's pay will not normally exceed the maximum determined for the Trust (L5).

## TEACHERS ALLOWANCES AND OTHER PAYMENTS

### 4.5. Teaching and Learning Responsibility payments (TLRs)

Teaching and Learning Responsibility Payments (TLRs) will be awarded to posts in the agreed schools staffing structures in accordance with the criterion below and within the STPCD Part 4 section 20.

In order to qualify for a TLR1 payment, the significant responsibility defined below 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 Trust improvement projects or external responsibilities.

A TLR payment is attached to a specific post in the Trust's staffing structure and therefore may only be held by two or more people if they are job-sharing that post. TLRs awarded to part-time teachers must be paid on a pro rata basis.

#### a) TLR 1 and 2 Payments

The Trust pays TLR 1 and TLR 2 payments to teachers when indicated in the school staffing structure, and in accordance with the pay ranges specified in Appendix C. The criteria for the award of TLR 1 and TLR 2 payments are as follows:

Before awarding any TLR 1 or TLR 2 payment, the Director of Education or HR Director 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 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 pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of other staff.

#### b) TLR 3 Payments

The criteria for TLR 3 payments, is that these must be for "clearly time-limited school improvement projects or one-off externally driven responsibilities" (STPCD). There should be clear criteria for the award, level and duration of these payments and will have less financial value than a TLR 2.

TLR3 payments must be no less than the minimum described in the STPCD document and no greater than maximum. The duration of TLR3 payments must be established at the outset, usually three terms from the start, one academic or one calendar year). See Appendix C for the current values.

#### **4.6 One-off non-consolidated payments**

For teachers at the top of the Main Pay Range, that have not applied for UPS, The Good Shepherd Trust applies two levels of reward, specifically £500 for Effective and £1000 for Exceptional, which are dependent upon the performance management/appraisal process. These payments are considered 'one off' and therefore not consolidated.

#### **4.7 Special Educational Needs allowances**

The Trust may award a SEN allowance to a classroom teacher in a SEN post that requires a mandatory SEN qualification. Where a SEN allowance is to be paid, the Trust will determine the value of the allowance, taking into account the structure of the Trust's SEN provision; the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post. The allowance needs to be within the staffing structure and budget. The value of the SEN allowance for the current year is given in appendix A.

A SEN allowance will be paid to a teacher:

- In any SEN post that requires a mandatory SEN qualification and involves teaching pupils with SEN; and/or
- Who teaches pupils in one or more designated special classes or units within the school; or
- In a non-designated setting, analogous to a designated special class or unit, where the post:
  - Involves a substantial element of working directly with children with special educational needs;
  - Requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs; and
  - Has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school.

#### **4.8 Payments for Out of School Hours Learning Activities**

The Trust makes no payments to teachers in relation to participation in out of school hours learning activities, including residential.

#### **4.9 Payment for Initial Teacher Training Activities**

The Trust makes no payments to teachers with regard to the provision of initial teacher training as part of the ordinary conduct of the school.

#### **4.10 Payments for CPD Activities**

The Trust makes no payments to teaching staff in relation to continuing professional development activities outside of the school day. In the event there is an exceptional case where there may be a business need the Head Teacher / Principal should seek written approval from their Director of Education.

#### **4.11 Provision of Services to Other Schools or Organisations**

The Trust makes no payments to teachers in relation to additional responsibilities or activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

#### **Recruitment and Retention Incentives and Benefits**

- 4.12 In exceptional circumstances, an additional remuneration may be offered to an employee as an incentive for their recruitment or retention.
- 4.13 These sums are paid monthly alongside basic pay. In exceptional circumstances, an ad-hoc allowance may be offered to an employee to support with, for example, travel costs, relocation, assistance with costs of care of dependants or other support where this may assist recruitment and/or retention of an employee. These sums would be paid on an ad-hoc basis.
- 4.14 Recruitment and retention allowances will be subject to annual review, or at the point of internal promotion, whichever is sooner. At the review, the allowance will be reduced to reflect the impact of any pay gain received by the employee resulting from promotion or pay award. Recruitment and retention allowances are not reduced to reflect the impact of the cost of living pay allowance.

#### **TEACHER PAY PROGRESSION AND PERFORMANCE**

- 4.15 Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, pay decisions will be made by means of the statutory induction process.
- 4.16 The Trust will ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31 October each year. Where circumstances cause a delay to pay reviews, these will be completed as soon as reasonably possible after the deadline, ensuring affected teachers are regularly updated.
- 4.17 All staff will be provided with an annual statement setting out their salary and any other financial benefits to which they are entitled. This will be provided after pay decisions have been ratified by the Trust, with pay backdated to the beginning of the academic year.
- 4.18 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.
- 4.19 All staff can expect to receive regular, constructive feedback on their performance and will participate in an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. All teachers are expected to engage fully with this process. The current arrangements for teacher appraisals are set out in the Trust's performance appraisal policies, which should be read in conjunction with this pay policy.
- 4.20 To be eligible for consideration of performance-related pay progression teachers must normally have been in post at the school for at least 26 weeks in aggregate during the previous academic year (including periods of absence for school closures, sickness or family-related leave). Newly-appointed teachers who have not been in post for 26 weeks as of 1st September will not be eligible for performance-related pay progression with effect from 1st September in that year unless their offer letter states otherwise.
- 4.21 Where a teacher is absent due to long term sickness absence during the academic year or at the time of a salary review, decisions will be contingent upon individual

circumstances and based on the employee's performance during relevant periods of attendance.

- 4.22 Where a teacher is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.
- 4.23 If a Teacher is unhappy with the pay decision they may appeal the decision in regard to their pay using the process outlined at Appendix A.

#### **Classroom teachers on the Main Pay Range**

- 4.24 'Classroom teachers', for the purposes of this paragraph, includes all teachers other than those in the Leadership and Unqualified Groups.
- 4.25 Decisions regarding pay progression will be made with reference to teachers' appraisal reports and the pay recommendations contained within them. In the case of newly qualified teachers (NQTs), pay decisions will be made by means of the statutory induction process.
- 4.26 The Trust's scheme for determining pay progression for classroom teachers is contained within The Good Shepherd Trust Appraisal Policy on the Trust GVO portal.
- 4.27 Performance ratings will be linked to a pay recommendation as follows:

Performance Rating	Pay Recommendation
Developing	No pay increase awarded
Met: (Significant and Substantial objectives met but not all)	One point on the relevant pay range awarded
Effective: (Fully met)	Two points on the relevant pay range awarded
Exceptional (Significant and Substantial impact demonstrated beyond your school)	Three points on the relevant pay range awarded (moderated and agreed by the Trust)

- 4.28 All pay awards are subject to available headroom within the applicable pay range.
- 4.29 Final decisions about whether or not to accept a pay recommendation will be made by the Trust through the school LGC Committee, having regard to the appraisal report and taking into account advice from the senior leadership team. No pay recommendation should be considered final until it has been ratified by the Trust.
- 4.30 The Trust Executive Team will review the operation of this scheme on an annual basis and reserves the right to change the scheme at any time, subject to prior consultation. Teachers will be notified of any changes which may affect their future pay progression. The Trust will consider its approach in the light of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels.

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

- 4.31 Any qualified teacher may apply to be paid on the Upper Pay Range 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.

- 4.32 Applications to be paid on the Upper Pay Range may be made once a year, in writing, to the Principal School Leader. Teachers are encouraged to discuss with their line manager or appraiser their intention to apply for progression at an early stage in the preceding academic year, for example when their performance objectives are being set, so that they can be supported to achieve the required standards and gather the necessary evidence to demonstrate their achievements and contribution. No later than 31 March 2021.
- 4.33 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.
- 4.34 The Trust will not be bound by any pay decision made by another school/trust.
- 4.35 All applications will include the results of recent appraisals, including any recommendation on pay. The evidence should usually cover at least the previous two year period. Employees who have been absent from work, for example due to maternity leave or extended sickness absence, will be able to use earlier appraisal evidence in support of their application and/or a statement and summary of evidence as outlined below.
- 4.36 Applications should be made through the Trust's Threshold application form which refers to the relevant evidence required available on the Trust GVO portal.
- 4.37 Assessment - An application from a qualified teacher will be successful where the Principal School Leader is satisfied that:
- a) The teacher is highly competent in all elements of the Teachers' Standards; and
  - b) The teacher's achievements and contribution to the school are substantial and sustained, and can evidenced in the application form and by the school.
  - c) The teacher agrees to take on an appropriate portfolio of work aligned to the school's development plan with targets and success criteria.

For the purposes of this pay policy:

- **"highly competent"** in all elements of the Teachers' Standards" means:
  - That the teacher's practice and performance is secure, well-informed with excellent depth and breadth of knowledge, and is assessed as being consistently good or outstanding;
  - In the particular role they are fulfilling and the context in which they are working this should be performance which is good enough to fulfil wider professional responsibilities, and develop effective professional relations with colleagues, giving them advice and demonstrating to them effective teaching practice and feedback that impacts on improved classroom practise and pupil progress; in order to help them meet the relevant standards and develop their teaching practice;
  - The teacher has successfully co-ordinated/led a whole school subject/aspect/project which is linked to the main priorities in the School Development Plan or equivalent.
  
- **"substantial"** achievements and contribution means:
  - the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a significant and distinctive wider contribution to school improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.
  - e.g. 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.
- That the teacher is skilled in collaborating with others and maximises opportunities for staff to work together, sharing responsibility and good practice;

➤ **“sustained”** achievements and contribution means:

- the teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this period. They will have been expected to show that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

4.38 The application will be assessed by the Principal School Leader following a meeting with the teacher to discuss their application. The Principal School Leader may also seek supporting evidence from the teacher's line manager and the appropriate head of subject/ department/ year/ Key Stage.

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

4.40 If unsuccessful, feedback will be provided by the Principal School Leader 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 Scale will be heard under the Appeal arrangements set out in Appendix C.

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

4.41 A teacher will need to show that they are continuing to meet the criteria for progression to the Upper Pay Range, as well as their performance objectives and the relevant standards, in order to achieve pay progression whilst on the Upper Pay Range.

4.42 Decisions regarding pay progression for teachers already on the Upper Pay Range are made with reference to their appraisal report and the pay recommendation it contains. The Trust's Upper Pay range is divided into 6 pay points that are all subject to successfully meeting appraisal targets. The expectation is that post threshold teachers will move up the pay scale by one point subject to successful appraisal and achievement of targets each year. In circumstances of exceptional performance the Principal School Leaders may decide a two point progression is appropriate.

4.43 As set out in the Trust's Appraisal process the appraisal report should contain: Details of the objectives, an assessment of performance against those objectives and the relevant standards, an assessment of any continuing professional development needs, any aspirations and any actions recommended to progress them. Finally, the report should contain a recommendation on pay.

4.44 The Principal School Leader and relevant line managers will review the appraisal reports for the purposes of moderation. The moderated reports will then be passed to Local Governing Committee and Director of Education 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). The Trust will ensure that appropriate funding is allocated for performance based pay progression at all levels.

4.45 If a Teacher is unhappy with the pay decision they may appeal the decision in regard to their pay using the process outlined at Appendix C

## Stepping down from Upper Pay Range

- 4.46 A teacher may request to be moved down the pay scales (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 Principal School Leader at any time and will be discussed with the teacher before a decision is made, based on individual circumstances and the needs of the Trust.
- 4.47 A teacher may also be offered downward movement on the pay scale 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 a permanent adjustment, and will not usually be considered until after the teacher has been offered support.
- 4.48 Where downward movement is requested or agreed by the teacher, pay safeguarding will not apply.

## **5 BUSINESS AND CLASSROOM SUPPORT STAFF PAY**

This section of the policy sets out the framework for making pay decisions on all business and classroom support staff at the Trust to ensure they are paid at the appropriate grade on the same pay spine (see Appendix B).

### **5.1. Basic Pay Determination on Appointment**

The Trust 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. The point of entry on the grade will usually be at the minimum point but the Trust may pay at a higher incremental point if this is justified by a new employee's skills or experience. In making such determinations, the Trust 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.

### **5.2. Casual Workers**

The Trust may also employ casual staff on an hourly paid basis where the requirement for certain types of work is not predictable: for example bank staff covering staff absences, exam invigilators, music or sports instructors. Hourly rates for casual staff will depend on the qualifications required for the post and will be uplifted to include an allowance for holiday pay.

## **BUSINESS AND CLASSROOM SUPPORT STAFF ALLOWANCES AND OTHER PAYMENTS**

### **5.3. Acting up allowance**

The Trust has 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.

### **5.4. Honorarium**

In exceptional circumstances the Trust may approve the payment of an honorarium to staff in recognition of time limited work that goes beyond that normally expected of the post (only if the recognition is not covered elsewhere within the policy).

## **BUSINESS & CLASSROOM SUPPORT STAFF PAY PROGRESSION AND PERFORMANCE**

5.5. All staff can expect to receive regular, constructive feedback on their performance and will participate in an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. All staff are expected to engage fully with this process. The current arrangements for Business and Classroom support staff appraisals are set out in the Trust's performance appraisal policy, which should be read in conjunction with this pay policy.

- 5.6. There will be no automatic pay progression: progression (if any) up the pay range will depend on performance in relation to agreed objectives, behaviours and standards. Progression within the relevant pay grade will depend on good performance as assessed in the annual appraisal and the recommendation contained within the appraisal report, see the Business and Classroom Support staff Appraisal Policy.
- 5.7. Staff will be eligible for one incremental point within their pay grade if they meet all their performance objectives and relevant standards, including the competency framework and receive a recommendation for pay progression within their appraisal report.
- 5.8. To be eligible for consideration of performance-related pay progression staff must normally have been in post at the school/Trust for at least 26 working weeks in aggregate during the previous academic year. Newly appointed staff who have not been in post for 26 weeks as of 1st September will not be eligible for performance-related pay progression with effect from 1st September in that year unless their offer letter states otherwise.
- 5.9. Where a Business and Classroom support staff member is absent due to long term sickness absence during the academic year or at the time of a salary review, decisions will be contingent upon individual circumstances and based on the employee's performance during relevant periods of attendance.
- 5.10. Where a Business and Classroom support staff member is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.
- 5.11. If the employee is unhappy with the pay decision, they may appeal the decision in regard to their pay using the process outlined at Appendix C.

## **6. LEADERSHIP PAY**

This section of the policy sets out the framework for making pay decisions on all Leadership posts at the Trust to ensure they are paid at the appropriate grade on the same pay spine (see Appendix A).

6.1 Staff 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.

### **6.2 Deputy and Assistant Head Teachers / Principals**

The Principal School Leader in agreement with the Trust will determine an appropriate 3 or 5 point pay range for the Deputy and Assistant Head Teacher(s) / Principal(s) within the appropriate Leadership Group Pay Range. This will reflect the size and nature of the school and particular challenges these may present.

### **6.3 Head Teachers / Principals**

The Head Teachers / Principal will be assigned a pay scale which falls within the appropriate Leadership Group Pay Range.

The Head Teachers / Principal's pay scale will be set by the Board of Trustees Appointments and Remuneration Committee and agreed by the Board after taking into account the Individual School Range (ISR) calculation in the current STPCD and the needs of the Trust.

This can be changed in order to attract or retain a Head Teacher / Principal or when there have been significant changes in the responsibilities of the Head Teacher / Principal.

### **6.4 Executive Head Teachers**

The Trust Board will review the Executive Head Teacher's (EHT) notional school group determined by looking at the composition of each school in their care. And the Executive Head Teacher pay range will be set in accordance with the STPCD and the needs of the Trust.

A particular EHT's pay will not normally exceed the maximum of that school's pay range unless agreed by the Board Appointments & Remuneration Committee (ARC) following recommendation from the Trust Leadership Team where it determines that circumstances specific to the role or candidate warrant a higher than normal payment. The Chief Executive Officer will ensure that the maximum of the EHT pay range and any additional payments made under paragraph 7.2 do not exceed the maximum of the Head Teacher group by more than 25%.

In all cases, the Executive Head teachers' pay will not exceed the maximum determined for the Trust (which is L31 for 2020/21).

## 6.5 Executive Officers

The pay scales for Executive officers within the Executive Leadership Team will be set by the Board of Trustees Appointments and Remuneration Committee and agreed by the Board

The Executive pay ranges will begin at L24 and go up to point L47.

### LEADERSHIP PAY PROGRESSION AND PERFORMANCE

- 6.6 The Executive Directors, Executive Head Teachers, Principal School Leaders, deputy and assistant Head Teachers/ Principals must demonstrate sustained high quality of performance, with particular regard to leadership, management and school / pupil progress at the school; hub or Trust.
- 6.7 Pay increases are linked to a clear and measurable set of objectives and key performance indicators. A review of the performance will be in line with the appropriate Leadership Appraisal and Performance Policies.
- 6.8 For pay progression the Board must be satisfied that there is an evident link between the levels of achievement of the individual and across the trust.
- 6.9 Pay decisions must be “clearly attributable” to the performance of the individual
- 6.10 Pay increases will always be considered in the context of the wider organisation.
- 6.11 There will be no automatic pay progression: progression (if any) up the leadership group pay range will depend on performance in relation to agreed objectives, behaviours and standards. The Chief Executive will consider whether to recommend to the Trust Board to award or not for the Executive Directors; Executive Head Teacher and Principal School Leaders. The Directors of Education with the school the Local Governing Committee will determine pay progression for other leadership posts.
- 6.12 All Leadership annual pay reviews will be completed by 31 December by the Trust Board. Where circumstances cause a delay to pay reviews, these will be completed as soon as reasonably possible after the deadline, ensuring affected leaders are regularly updated. Reviews may also take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual’s pay. A written statement will be given after any review and, where applicable, will give information about the basis on which it was made.
- 6.13 To be eligible for consideration of performance-related pay progression leaders must normally have been in post with the Trust for at least 26 weeks in aggregate during the previous academic year. Newly appointed leaders who have not been in post for 26 weeks as of 1st September will not be eligible for performance-related pay progression with effect from 1st September in that year unless their offer letter states otherwise.
- 6.14 Where a leader is absent due to long term sickness absence during the academic year or at the time of a salary review, decisions will be contingent upon individual circumstances and based on the employee’s performance during relevant periods of attendance.
- 6.15 Where a leader is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.
- 6.16 If a leader is unhappy with the pay decision they may appeal the decision in regard to their pay using the process outlined at Appendix C.

Adopted on: [DATE]

Due for Review: [DATE]

Appendix A.

# Teachers and Leaders' Pay Structure 2020-2021

Main Pay Range	£*
1 Minimum	£26,948
2	£27,962
3	£28,814
4	£29,921
5	£30,883
6	£32,027
7	£32,998
8	£34,246
9	£35,307
10	£36,650
11	£37,798
12 Maximum	£38,174

Upper Pay Range	£*
1 Minimum	£39,864
2	£40,447
3	£41,029
4	£41,613
5	£42,196
6 Maximum	£42,780

Leading Practitioner	£*
1 Minimum	£43,569
2	£44,413
3	£45,492
4	£46,602
5 Maximum	£47,734

Unqualified Teachers	£*
1 Minimum	£19,362
2	£20,415
3	£21,473
4	£22,527
5	£23,586
6	£24,639
7	£25,699
8	£26,742
9	£27,811
10	£28,865
11 Maximum	£29,924

	Leadership Group Pay Range	£*
1		£43,356
2		£44,415
3		£45,495
4		£46,604
5		£47,737
6	1	£48,901
7	1	£50,190
8	12	£51,314
9	12	£52,568
10	12	£53,888
11	123	£55,254
12	123	£56,506
13	123	£57,890
14	1234	£59,302
15	1234	£60,744
16	1234	£62,333
17	1234	£63,746
18	2345	£65,310
19	2345	£66,900
20	2345	£68,356
21	3456	£70,204
22	3456	£71,914
23	3456	£73,661
24	4567	£75,466
25	4567	£77,307
26	4567	£79,195
27	567	£81,124
28	5678	£83,105
29	5678	£85,139
30	5678	£87,221
31	678	£89,357
32	678	£91,549
33	678	£93,795
34	678	£96,083
35	78	£98,443
36	78	£100,848
37	78	£103,327
38	78	£105,855
39	8	£108,402
40	8	£111,086
41	8	£113,828
42	8	£116,653
43		£118,356
44		£122,514
45		£124,333
46		£128,558
47		£131,865

TLRs		
	Min £*	Max £*
1	£8,291	£14,030
2	£2,873	£7,017
3	£571	£2,833

SEN	
Min £	Max £
£2,270	£4,479

Primary Schools	
Group	Up to: Pupil No's
1	143
2	314
3	500
4	714
5	1071
6	1571
7	2429
8	2430+

Appendix B.

## Business operations and classroom support staff pay structure 2020-21

Grade name	Pay Points						Minimum hourly rate	Maximum hourly rate
	1	2	3	4	5	6		
A	£16,932	£17,163					£9.02	£9.14
B	£16,994	£17,350	£17,706	£18,062	£18,418	£18,774	£9.05	£10.00
C	£18,022	£18,553	£19,083	£19,614	£20,144	£20,676	£9.60	£11.02
D	£20,023	£20,598	£21,173	£21,748	£22,324	£22,903	£10.67	£12.20
E	£22,434	£23,266	£24,099	£24,931	£25,763	£26,599	£11.95	£14.17
F	£25,638	£26,518	£27,398	£28,278	£29,159	£30,043	£13.66	£16.01
G	£29,437	£30,451	£31,465	£32,479	£33,493	£34,509	£15.68	£18.38
H	£34,679	£35,795	£36,911	£38,027	£39,143	£40,258	£18.48	£21.45
I	£40,864	£41,726	£42,588	£43,450	£44,312	£45,176	£21.77	£24.07
J	£45,401	£46,492	£47,582	£48,672	£49,763	£50,854	£24.19	£27.09
K	£52,959	£54,192	£55,424	£56,656	£57,888	£59,119	£28.21	£31.50
L	£59,817	£61,864	£63,911	£65,958	£68,005	£70,052	£31.87	£37.32

## **Appendix C. Appeals Procedure**

### **1. PRINCIPLES**

- 1.1 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 the Trust's Grievance Policy and Procedure. The reasons for seeking a review may include the person or Committee who made the decision having:
- (a) incorrectly applied any provision of the pay policy;
  - (b) failed to have proper regard for statutory guidance;
  - (c) failed to take proper account of relevant evidence;
  - (d) took account of irrelevant or inaccurate evidence;
  - (e) being biased; or
  - (f) unlawfully discriminated against the employee.
- 1.2 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 their Principal School Leader / Head of Department within ten working days of the decision. The Principal School / Head of Department will arrange a meeting without unreasonable delay.
- 1.3 If the employee is not satisfied with the outcome of the informal discussion then they may follow the formal appeal process.

### **2. FORMAL APPEAL PROCESS**

- 2.1 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.
- 2.2 Three Trust Leaders who were not party to the original decision will form a panel to hear the appeal.
- 2.3 The appeal hearing should be held without unreasonable delay following receipt of the letter of appeal.
- 2.4 The panel may invite the Principal School Leader / Head of Department to the hearing and they will provide the meeting with any relevant information required by the panel. 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, it will be conveyed confidentially to them alone. The employee may ask questions of the Principal School Leader / Head of Department.
- 2.5 The employee will be given the opportunity to make representations in person and may be accompanied by a work colleague or union representative.
- 2.6 The panel will carefully consider all the evidence 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.
- 2.7 The decision of the panel at the appeal hearing is final.

#### **Appendix D. The School's Local Governing Committee Terms of Reference when considering pay recommendations for eligible teaching staff in 2020/21**

The Local Governing Committee will consist of a minimum of 3 Local Governing Committee members, none of whom should be employees or parents of children at the School.

The Principal School Leader will attend in an advisory capacity.

The Board Appointments and Remuneration Committee will determine the terms of reference for the Local Governing Committee in relation to the pay policy from time to time. The current terms of reference are:

- To consider the pay recommendations made by the Principal School Leader for eligible teaching staff, including provision for discretionary pay advancement arising from performance reviews;
- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions;
- To observe all statutory and contractual obligations;
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Local Governing Committee (in summary form and having due regard for confidentiality);
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Director of HR, as appropriate and at least annually;