



Pay Policy (All Staff)

Document Control

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Related policies and documents

- Continuous Professional Development (CPD) Policy
- Appraisal Policy
- Classroom Observation Policy
- Capability Policy
- Finance Policy
- Equality and Diversity Policy
- Gender Pay Gap Report 2018

Definitions

- Where the word 'Trust' is used in this document it refers to The Elliot Foundation Academies Trust.
- Where the word 'Governing Body' is used it refers to the Local Governing Body of an individual academy within the Trust.
- Where the word 'Principal' is used it refers to both Principals and Heads of School where applicable.
- Where appropriate the Local Governing Bodies of individual academies will publish details of the procedures and practices to implement Trust policies.

Elliot Foundation Academies Trust Vision and Values

Vision

The Elliot Foundation was created as a safe place for children and teachers where all are nurtured to achieve beyond even their own expectations. Our motto, "Where children believe they can because teachers know they can" reflects our conviction that raising expectations for all children and teachers is at the heart of a successful and inclusive society.

Values

For children

We help children to discover themselves and aspire beyond any limitations that their context might appear to place upon them. We help them understand that they can be, 'Heroes of their own lives' building the foundations for healthy and successful lives.

For schools

In addition to the essential functional skills of reading, writing and mathematics, children need to learn how to learn and to believe that they can continue to do so. They must also possess the critical thinking skills to sift fact from fiction to be able to think for themselves, freely and creatively.

For success

To thrive, whatever their chosen path, children need confidence, curiosity and commitment. We will nurture these attitudes across all their learning experiences

For communities

Children at Elliot schools will be raised with an awareness of the world around them and their role in shaping a better future through volunteering and contributing in their communities.

1. Policy statement and objectives

- 1.1. The Elliot Foundation Academies Trust (“TEFAT”) is committed to developing and operating a fair and equitable salary system which enables the organisation to appoint, retain, reward and motivate a suitably skilled workforce.
- 1.2. The Trust recognises the importance of remuneration decisions that are appropriate, transparent, provide value for money and reward employees fairly for the work that they perform.

2. Scope and principles

- 2.1. This policy outlines the Trust’s approach to the pay and reward of its employees and applies to all staff who are employed by the Trust.
- 2.2. The Trust aims to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified through the use of equality proofed job evaluation and performance assessment mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
- 2.3. The minimum and maximum of the pay ranges and allowances for teachers for the September 2018 pay award are set out in the School Teachers Pay and Conditions Document 2018.
- 2.4. Decisions about teachers’ pay progression must be linked to the Appraisal Policy and are based on criteria set out in the Trust’s Pay Policy 2017/2018.
- 2.5. The Pay Body will operate the Pay Policy as the ‘relevant body’, as defined in the STPC Document, and for the pay arrangements agreed for all the support staff which will:
 - a. grade posts appropriately within the conditions of employment identified in the current STPC Document and the Conditions of Service for support staff employed by the Trust;
 - b. take into account pay relativities between posts within the executives of the Trust, the teachers of the Trust and support staff of the Trust;
 - c. ensure that the annual appraisal of all teaching staff, including those absent from duty for any reason, is fairly and properly conducted in accordance with the Trust’s Appraisal Policy as soon as possible, by 31 October at the latest; 31 December for the Executive Principals and Principals;
 - d. where a pay determination leads or may lead to the start of a period of salary safeguarding, the Pay Body will comply with the salary safeguarding arrangements in the current STPC Document in relation to teachers and the terms set out in Appendix I in relation to support staff. The Pay Body will also give the required written statement of notification as soon as possible and no later than one month after the date of the determination;
 - e. ensure that any discretions available under this policy or the STPC Document are exercised in a fair and equitable manner;

- f. give recognition to assigned Teaching and Learning Responsibilities, whether for a permanent post, an acting period, or a temporary project (TLR3);
 - g. ensure that an appropriate process is used to determine the salary range for executives and members of support staff.
- 2.6. It is the stated wish of the Pay Body that those with delegated responsibilities under this policy should be appropriately trained and/or advised by a trained and qualified person/s.
- 2.7. This policy statement will be available to the staff of the Pay Body.

3. Delegation of decision making

- 3.1 Except where otherwise stated, the Pay Body, having determined the policy as set out below, will nominate relevant committees and delegate the day to day management of the policy as follows:

Salary Review and Salary Review Appeal Committees formed from	Day to Day management delegated responsibility	Scope (for whom)
Finance Committee of the Trust	Chair of the Board	CEO
Finance Committee of the Trust	CEO	Trust Officers (Operations Group) and central staff
Operations Group (Trust Officers)	Regional Directors	Executive Principals and Principals
Local Governing Body	Executive Principals Principals/Heads of School	All remaining school based staff

- 3.2 Those with delegated day to day management of the policy will report to the nominated committee those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the current STPC Document and the pay provisions for executive and support staff.

- 3.3 Those with delegated day to day management of the policy shall also make annual recommendations on the salary of all staff to the nominated committee (bi-annual in relation to executive staff). This will include sufficient information for the Pay Body to assess their position with regard to the gender pay gap reporting requirements and public sector equality duty. Funding constraints will not be used as justification for denying pay progression, and will not be a factor to consider when applying pay awards.
- 3.4 The Pay Body requires that those with day to day management of the policy in exercising the delegated responsibilities have appropriate regard to the budget approved by the Pay Body. However, funding constraints will not be used as justification for denying pay progression and will not be a factor to consider when applying pay awards. They must also have regard to the requirements of employment legislation, particularly [The Equality Act 2010](#) (including requirements under the Public Sector Equality Duty and gender pay gap reporting requirements), [The Employment Rights Act 1996](#), [The Employment Relations Act 1999](#) and [The Employment Act 2002](#), as well as [The Part-time Workers \(Prevention of Less Favourable Treatment\) Regulations 2000](#), The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, and [The Fixed Term Employees \(Prevention of Less Favourable Treatment\) Regulations 2002](#).
- 3.5 The Pay Body expects those with day to day management to seek advice where appropriate from persons engaged by the Pay Body to provide such advice.

4. An appropriate committee structure

- 4.1 The Pay Body will delegate to a committee of 3 Trustees/governors/officers, hereafter referred to as the '**Salary Review Committee**', decisions arising out of this policy or the Trust's Appraisal Policy (see table at paragraph 3.1). No member of the Salary Review Appeals Committee, referred to below, will be a member of the Salary Review Committee. No Trustee or governor who is employed by the Pay Body may be a member of the Salary Review Committee.
- 4.2 The Pay Body will delegate to a committee of 3 Trustees/governors/officers, hereafter referred to as the '**Salary Review Appeals Committee**', any appeals by individual members of staff against decisions of the committee in 4.1 arising out of this policy or the Trust's Appraisal Policy. No Trustee or governor who is employed by the Pay Body may be a member of the Salary Review Appeal Committee. Any appeal will be dealt with before a final decision is reported to the Pay Body.
- 4.3 Meetings of the Salary Review Committee and the Salary Review Appeal Committee will be convened will normally be arranged within 20 working days of the date the employee requests the meeting, and (unless otherwise agreed between the parties). If the employee or their trade union representative is unable to attend this hearing for a valid reason, they should confirm this to the person conducting the hearing at the earliest opportunity and an alternative date should be arranged. This will normally be within five working days of the original date proposed by the employer.

5. Review of recommendations to and/or decisions of the Salary Review Committee

- 5.1 Those making the annual recommendation to the Salary Review Committee on salaries will inform the employee of their recommendation prior to submitting this and the date that the committee will be considering it.
- 5.2 Whilst there is no right of appeal to the annual recommendation at this stage, if the employee does not agree with the recommendation to be made, then s/he may provide a written statement to the Salary Review Committee to be taken into account when they consider the recommendation.
- 5.3 The statement provided by the employee must indicate the reason(s) why they disagree with the recommendation, and must fall within one or more of the following categories:
- That the recommendation:
- a. incorrectly applied any provision of the appropriate Pay and/or Appraisal Policy;
 - b. in the case of a teacher, failed to have proper regard for statutory/contractual guidance of the current STPC Document;
 - c. failed to take proper account of relevant evidence;
 - d. took account of irrelevant or inaccurate evidence;
 - e. was biased; or
 - f. otherwise unlawfully discriminated against the employee.
- 5.4 The employee will have a minimum of 5 working days' notice between the date they are informed of the recommendation and the date of the meeting of the Salary Review Committee to provide this written statement. A copy of the written statement submitted by the employee will be provided to the Salary Review Committee prior to the meeting.
- 5.5 The employee will be notified in writing of the decision made by the Salary Review Committee and their right to meet with that committee in person should they be dissatisfied with the outcome under the remit of a Salary Review Hearing. The decision of the Salary Review Committee following the Salary Review Hearing will be provided to the employee in writing. The employee will be advised of the right of appeal against the decision of the Salary Review Committee to the Salary Review Appeal Committee (paragraph 6 below).
- 5.6 The procedure to be followed for the Salary Review Hearing is attached at Appendix A.

6. Appeals against salary or appraisal decisions

- 6.1 Any employee who is dissatisfied with the decision of the Salary Review Committee may, within 5 working days of being given the written notification of the decision, make a written request to the Salary Review Committee for a formal written statement of reasons for the decision which s/he wishes to have reviewed.
- 6.2 If the employee remains dissatisfied following receipt of the Written Statement of Reasons, they may appeal against the decision of the Salary Review Committee. They must submit a written appeal within 5 working days of receipt of the Written Statement of Reasons detailing the reasons for the appeal which must fall into one of the following categories:
- That the recommendation:
- a. incorrectly applied any provision of the appropriate Pay and/or Appraisal Policy;
 - b. in the case of a teacher, failed to have proper regard for statutory/contractual guidance of the current STPC Document;
 - c. failed to take proper account of relevant evidence;
 - d. took account of irrelevant or inaccurate evidence;
 - e. was biased; or
 - f. otherwise unlawfully discriminated against the employee.
- 6.3 The decision of the Salary Review Appeal Committee shall be final. Once any appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the Pay Body.
- 6.4 The procedure to be followed for the Salary Review Appeal Hearing is attached at Appendix B of this policy.

7. Threshold applications

- 7.1 Any qualified teacher who has made substantial progress towards the maximum of the teachers' Main Pay Spine may apply to be paid on the teachers' Upper Pay Spine.
- 7.2 The teacher must notify their appraiser in writing that they wish to be assessed by 30 September. A successful applicant will progress to a point on the Upper Pay Spine and with effect from a date determined by the Salary Review Committee, which will usually be 1 September.
- 7.3 A successful applicant will have demonstrated:
- that as a teacher s/he is highly competent in all elements of the relevant standards; and
 - that his/her achievements and contributions to the Trust are substantial and sustained

Please refer to Appendix C for the Trust's definition of "highly competent" and "substantial and sustained".

- 7.4 Those making the annual recommendations to the Salary Review Committee shall inform the teacher of the recommendation to be made to the committee regarding the threshold application as soon as possible after the closing date has passed. They shall provide oral feedback on the relevant criteria indicated or, in the case of unsuccessful application, in writing. Feedback shall also include advice on aspects of performance that would benefit from further development. The process to be followed where the employee does not agree with the recommendation is as outlined in paragraphs 5 and 6 above.
- 7.5 Upper Pay Spine decisions will only apply to posts under the employment of this Pay Body.

8. Statement of salary

- 8.1 A written statement of final salary determination will be issued to all teaching staff following the annual determination process.

9. Exercise of discretion under the STPC Document

- 9.1 When appointing to a teaching post the Pay Body will agree to match the substantive salary on which the applicant is/was paid in his/her last employment.

10. Calculation of part time teachers' salaries

- 10.1 The Pay Body will ensure that all part time teachers employed in the Trust will have their salaries calculated in accordance with the STPC Document and the "pro rata principle". Part-time teachers will therefore be entitled to be paid on a pro-rata basis of the pay rate they would receive if employed full-time in the same post (including basic pay and any additional allowances).
- 10.2 The Pay Body will ensure that the total amount of time for which a part time teacher may be directed by the Trust/academy is calculated in accordance with the STPC Document and the "pro rata principle".
- 10.3 All part time teachers will be advised of the way in which their salary and directed time are calculated.

11. Recruitment/retention incentives

- 11.1 The Pay Body may make such payments or provide such other financial assistance, support or benefits to a teacher as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers in accordance with paragraph 27 of the STPC Document.
- 11.2 Such awards will be determined by those with responsibility for the day to day management of the policy and reported to the appropriate committee of the Pay Body.

12. Special educational needs

- 12.1 The Pay Body will award an allowance to any teacher who satisfies the statutory requirement of paragraph 21 of the STPC Document 2018.
- 12.2 The post and allowance(s) will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances will be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

13. Staffing structure

- 13.1 Those with day to day management of the policy will annually recommend to the Pay Body's appropriate committee, a staffing establishment for the Trust/federation/academy that:
- takes account of any financial limits determined by the Pay Body or delegated committees;
 - identifies the posts to which allowances will be allocated for permanent Teaching and Learning Responsibilities (TLR) in accordance with the requirements of the STPC Document;
 - determines the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short term payment will be provided to the appropriate Committee of the Pay Body;
 - determines the value of any recruitment or retention allowances to be allocated to posts. A statement identifying the justification, value and length of time for which it will be paid will be provided to the appropriate committee of the Pay Body;
 - identifies the level of allowance to be allocated to each permanent TLR post between the maximum and minimum limits set out for each TLR in the STPC Document, and the different levels that may be paid within each TLR in the staffing structure in accordance with the STPC Document;
 - identifies the level of salary to be allocated to any Leading Practitioner posts together with the salary ranges to be assigned to each post;
 - identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post;
 - identifies any post to which a salary from the Special Educational Needs range of salaries will be allocated together with the level of each allowance to be paid; and
 - identifies the staffing structure for executives/support staff posts together with the allocated salary grade assigned to each post.
- 13.2 In the event that the recommendation contains changes in the staffing structure that will directly impact on staff employed by the Pay Body, the recognised trade unions will be informed and consulted before the final staffing structure is published.

14. Teacher awards for performance progression (Main Pay Spine, Upper Pay Spine or Unqualified Teachers' Pay Spine)

- 14.1 Pay progression will be linked to assessment of performance as determined under the Appraisal Policy.
- 14.2 At the time of the annual assessment of teachers' salaries referred to in paragraph 19, the Salary Review Committee will consider written recommendations from those making the annual recommendation on pay that a teacher be paid a higher salary on the Trust's Main Pay Spine, the Upper Pay Spine or Unqualified Teachers' Pay Spine, depending on which range the teacher is currently paid. They will also provide written reasons why any teacher should not progress on a pay spine.
- 14.3 Any recommendations for progression to a higher salary shall be in respect of the teacher's performance during the previous year across all aspects of the teacher's professional duties as measured against the Teachers' Standards, and also against the performance review under the Pay Body's Appraisal Policy, with particular reference to the achievement of objectives identified in Appendix D and their individual performance management objectives set at their last review. In the case of teachers beyond the threshold the recommendation will also have regard to the teacher's overall contribution to the academy/federation/Trust. Any concerns about the performance of a teacher that may result in no recommendation for pay progression should be put in writing to the teacher.
- 14.4 The Pay Body expects those making the annual recommendations in relation to pay to have had due regard to the Pay Body's criteria for determining whether or not a teacher shall progress as set out in Appendices C, D and E of this policy.
- 14.5 Recommendations for increases in pay will be differentiated such that the amount of any increase is clearly attributable to the performance of the teacher in question. Continued good performance over a number of years should give a classroom teacher a reasonable expectation of progressing to the top of the appropriate pay spine.
- 14.6 A teacher on the Main Pay Spine whose performance meets the criteria set out in Appendix D could reasonably expect to reach the maximum of the spine after five years. Those making the annual recommendation on pay may recommend that there will be no progression on the spine in a given year where the outcome of the appraisal does not warrant progression. A newly qualified teacher who achieves the required standards at the end of his/her induction will progress to the second point on the Main Pay Spine.

14.7 Where a teacher has been absent through long term illness or on maternity leave those with delegated day to day management of the policy will ensure that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to work, they will ensure that a review is conducted at such time following the teacher's return to work to enable a proper and reasonable assessment to be made. In the event that the recommendation is to pay the teacher on a higher salary on the appropriate pay spine, the award may be backdated to the appropriate date on which the award would normally have been paid. Please refer to Appendix H for further information.

15. Leading practitioner posts

15.1 The relevant committee of the Pay Body may decide to include a Leading Practitioner post or posts in the staffing structure where it receives a recommendation from those with delegated responsibility for the day to day management of the policy to consider such a post.

15.2 Where a Leading Practitioner is appointed the relevant committee shall select an individual salary range on the pay spine designated for leading practitioners.

15.3 At the time of the annual assessment of teachers' salaries referred to in paragraph 19 of this policy, the Salary Review Committee will consider recommendations that any Leading Practitioner be paid a higher salary subject to the maximum of the individual range.

16. The leadership group salary ranges

16.1 Executive salary ranges (CEO and Trust Officers)

For the purposes of determining the appropriate salary range for executive posts, the Pay Body will ensure that an appropriate assessment is undertaken to consider the specific role scope and responsibilities. This will include a benchmarking exercise to consider comparable roles both within and outside the education sector.

16.2 The executive salary ranges shall be a range of consecutive salary points approved by the the Pay Body and/or a relevant committee thereof which fall within the scope of the assessment undertaken.

16.3 To ensure that the salary ranges remain appropriate, the benchmarking exercise referred to in paragraph 16.1 will be reviewed as a result of any significant changes to executive job roles and every 5 years in any event.

16.4 At the time of appointing a new executive, the selection panel making the new appointment shall determine the salary point on the individual range to be paid. The selection panel shall ensure that there is room for salary progression to be determined by subsequent performance and have regard to advice available from persons engaged by the Pay Body for this purpose.

- 16.5 **Executive Principal, Principal and other members of the Senior Leadership Team salary ranges**
For the purposes of determining the group size of the federation or academy by which the Executive Principal and Principal range is identified, the Pay Body will re-calculate annually the appropriate unit total of the federation or academy.
- 16.6 The Pay Body will assign the federation or academy to the appropriate Headteacher Group (HTG) whenever a new Executive Principal or Principal is to be appointed and on such occasions as the Pay Body sees fit. The Executive Principal and/or Principal may make representations to the Salary Review Committee to consider assigning the federation or academy to a new HTG.
- 16.7 If the Pay Body sees fit to change the group of the federation or academy having re-calculated the unit total of the federation or academy in accordance with the STPC Document, the Pay Body will identify a range which will ensure that the minimum of the range is not below the minimum of the salary range for the HTG.
- 16.8 The Executive Principal and Principal ranges shall be a range of consecutive salary points selected by the Pay Body within the HTG ranges for the federation or academy (the "ISR").
- 16.9 **Salary impact as a result of permanent federation**
In the event that the Pay Body agrees to the Executive Principal or Principal also being made the Executive Principal or Principal of another academy on a permanent basis, the Executive Principal and/or Principal's salary will be determined by setting a group size based on the total pupil population of the combined academies.
- 16.10 Where such a decision is made then the Pay Body will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the salary safeguarding provisions will not apply.
- 16.11 The salary ranges for a Vice and Assistant Principals shall be determined with reference to the federation or academy's ISR and the highest paid classroom teacher as defined by the STPC Document.
- 16.12 **Appointment of a new Executive Principal, Principal, Vice Principal and other members of the Senior Leadership Team**
The Pay Body and/or a relevant committee thereof, following consideration of the relevant criteria set out in the STPC Document (where applicable), will determine the individual range for a newly appointed Executive Principal, Principal, Vice Principal, Assistant Principal or support staff member of the Leadership Team's salary.

- 16.13 At the time of appointing a new Executive Principal, Principal, Vice Principal, Assistant Principal or support staff member of the Leadership Team the selection panel making the new appointment shall determine the salary point on the individual range to be paid. The selection panel shall ensure that there is room for salary progression to be determined by subsequent performance and have regard to advice available from persons engaged by the Pay Body for this purpose.

17. Review of leadership group salaries

17.1 Bi-annual review of Executive salaries (CEO and Trust Officers)

The relevant Salary Review Committee will receive recommendations from the Chair of the Board of Trustees about the salary of the CEO bi-annually. The recommendation shall reflect the Chair of the Board's views based on the CEO's overall performance during the review period.

- 17.2 The relevant Salary Review Committee will receive recommendations from the CEO about the salary of the remaining executives (Trust Officers). The recommendations shall reflect the CEO's views based on the individual's overall performance during the review period.

- 17.3 Any recommendation for movement up the CEO/executives' salary ranges, on which they are currently paid, will identify the recommended number of progressed points proposed. The CEO/executives will be advised of the proposed recommendation and may make a written response to the recommendation in relation to their pay.

- 17.4 The recommendations for the CEO/executives will be made in written statements to the Salary Review Committee, giving reasons for the recommendations and the levels of salary that are recommended should be paid and from what date, including any additional payments. The Salary Review Committee will consider the recommendations together with any written responses from the CEO/executives to the recommendations and make its decisions known to the CEO/executives in writing. The CEO/executives will not be entitled to attend the meeting of the Salary Review Committee.

- 17.5 If the CEO/executives wish to seek a review of the decision of the Salary Review Committee regarding his/her pay, s/he may do so in accordance with the procedure set out in paragraph 5 of this policy. The CEO/executives will have right of appeal against the decision of the Salary Review Committee in accordance with the procedure set out in paragraph 6 of this policy.

- 17.6 **Annual Review of Executive Principal, Principal, Vice Principal, Assistant Principal and Academy Support Staff Member of the Leadership Team Salaries**
At the time of the annual assessment of teachers' salaries referred to in paragraph 19 of this policy, the relevant Salary Review Committee will consider recommendations from those with responsibility to make annual recommendations on pay that any Executive Principal, Principal, Vice Principal, Assistant Principal and/or support staff member of the Leadership Team be paid additional points subject to the maximum of the individual range. The Pay Body expects that the objectives which were set the members of the Leadership Team under the Appraisal Policy will have become progressively more challenging as the individual has gained experience in his/her current role.
- 17.7 Where it considers it has substantial difficulties in retaining the services of a current Executive Principal, Principal, Vice Principal, Assistant Principal or support staff member of the Leadership Team, the Pay Body may decide to change their salary range in accordance with the STPC Document (where applicable) in order to retain his/her services. Only in exceptional circumstances may the salary of range of an Executive Principal overlap the CEO's range, the range of a Principal overlap the Executive Principal's range and the range of a Vice Principal or Assistant Principal overlap the Principal's range.

18 Determination of discretionary payments to CEO, Trust Officers, Executive Principals and Principals

- 18.1 The Pay Body may decide to pay additional payments to the CEO, Trust Officers, Executive Principals and Principals in accordance with the principles of paragraph 10 of the STPC Document (where applicable). Where a decision is made to increase the Executive Principal or Principal's salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 16.5 above, the total sum of all payments made to the Executive Principal or Principal referred to in paragraph 18.1 will not exceed 25 percent of the maximum of the HTG, except in exceptional circumstances. Where a decision is made to increase the CEO/a Trust Officer's salary beyond the maximum of the salary range identified for their role in accordance with paragraph 16.1 the sum of all payments made to the CEO/Trust Officer will not exceed 25 percent of the maximum of their substantive salary range.
- 18.2 **Acting allowances for an Acting CEO, Acting Trust Officer, Acting Executive Principal, Acting Principal, Acting Vice Principal, Acting Assistant Principal or a teacher acting up in a TLR post**
If, during any absence of the CEO, Trust Officer, Executive Principal, Principal, Vice Principal or Assistant Principal or a TLR post holder, an acting appointment is made and maintained for a period then the Pay Body will consider within four weeks of the acting appointment whether or not the individual shall be paid an acting allowance calculated in accordance with 18.3 below. If no allowance is paid the Pay Body may reconsider the position at any time.

18.3 In the prolonged absence of the CEO, Trust Officer, Executive Principal, a Principal, a Vice Principal, an Assistant Principal or a TLR post holder, the Pay Body may appoint an individual to act up during the absence of the post holder. From the date that the Pay Body considers it necessary to make an acting appointment, the Pay Body will pay an allowance equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Pay Body on the range for the substantive post in question. The STPC conditions of employment for an Executive Principal, Principal, Vice Principal or Assistant Principal will also apply to any person in receipt of such an acting allowance.

19. Annual review of teacher salaries

19.1 On or before 1 September of each year, or as soon as possible thereafter, those with delegated day to day management of the policy will carry out an annual assessment of the salary for each teacher, including leading practitioners and unqualified teachers, in accordance with paragraph 14 above.

19.2 The relevant Review Committee will receive the pay recommendations from those with day to day management of the policy by 31 October at the latest and any salary awards will be backdated to 1 September of the current year.

20. Additional payments for teaching staff

20.1 In the event that those with day to day management of the policy, following consultation with the teacher(s) affected, decides to request teachers to undertake:

- a. CPD undertaken outside of the Trust/federation/academy day;
- b. activities relating to the provision of ITT as part of the ordinary conduct of the Trust/federation/academy day, or
- c. out of Trust/federation/academy hours learning activities,

then payments as below will be made to teachers agreeing to participate in such activities.

20.2 The daily rate payable to each individual teacher undertaking such CPD or ITT activities and entitled to such a payment will be determined by the Pay Body. Periods of less than a day will be paid pro rata.

20.3 Where additional responsibilities and activities are undertaken by a teacher resulting from the CEO, Executive Principal or Principal having responsibility for more than one Trust, as provided for in paragraph 16.9 of this policy, the Salary Review Committee of the Pay Body will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Salary Review Committee will be reported to the next meeting of the Pay Body.

21. Unqualified Teachers

21.1 The Pay Body may employ unqualified teachers/instructors in the Trust. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPC Document.

- 21.2 The point on the Trust's Unqualified Teachers' Pay Spine, within the maximum and minimum of the spine as set out in paragraph 17 of the STPC Document, at which a new appointment will be paid, will be determined by those with day to day management of the policy and will take account of the qualifications and experience considered to be relevant to the post to which the person is appointed.
- 21.3 In addition to the appropriate point on the Unqualified Teachers' Pay Spine, those with day to day management of the policy may award an additional annual allowance in accordance with paragraph 22 of the STPC Document to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility or who s/he believes has additional qualifications and/or experience to warrant such an award. They will report any award of such an allowance to the appropriate committee of the Pay Body.
- 21.4 The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

22. Supply teachers

- 22.1 Supply teachers who are engaged for a full day will be paid at a daily rate of 1/195th of the annual pay they would receive if employed on a regular contract. If they are engaged for less than a full day, they will be paid on an hourly basis, with the appropriate daily rate divided by the proportion of the full day they are engaged to work.

23. Salaries for support staff

- 23.1 On appointing a member of the support staff the job description determined for the post to which the employee is to be appointed will be evaluated in accordance with the relevant approved scheme. Advice will be sought from persons engaged by the Pay Body on an approved evaluation process.
- 23.2 Those with day to day management of the policy will determine the appropriate point on the evaluated range having regard to:
- i) relevant qualifications and/or competencies;
 - ii) recruitment/retention needs of the Trust in respect of the post.
- 23.3 **Apprenticeship Posts**
Paragraphs 23.1 and 23.2 do not apply to the appointment of apprentices who will normally be paid on the applicable National Apprenticeship rate of pay.
- 23.4 If at any time those with day to day management of the policy considers that a member of the support staff is being asked to undertake, or has undertaken, increased or decreased responsibilities on a permanent basis, s/he shall refer the job description of the post, with the new responsibilities, to be evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by those with day to day management of the policy and, in the case of a temporary increase in responsibility, the date to which the new salary will

be paid. In the event that the evaluation provides for a lower salary the employee will be entitled to salary safeguarding for a period as set out in in Appendix I.

23.5 At the time of making the annual assessment of the teachers' salaries those with day to day management of the policy may also make any recommendation to the Salary Review Committee in respect of the salary of any member of the support staff. Where they consider it appropriate s/he may recommend to the Salary Review Committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of his/her performance during the previous year. The honorarium may either be paid as a lump sum payment or as a 1/12th increase in monthly salary over the next year.

23.6 If any member of the support staff wishes to appeal against his/her salary level s/he may ask for a re-evaluation of the job description of the post to be undertaken. In the event that a member of the support staff decides to appeal against a decision of the Salary Review Committee under paragraph 6.2 above, then s/he shall enter a formal written statement of appeal. The appeal shall be heard by the Salary Review Appeal Committee referred to in paragraph 4.2 above.

24. Salary sacrifice scheme

24.1 The Pay Body will support and encourage any salary sacrifice scheme as identified in the STPC Document and made available by the Pay Body, from which teachers or support staff employed in the Trust benefit where there is no additional cost to the Pay Body's budget.

25. Review of the policy

25.1 The Pay Body will review this policy annually or on any occasion when it is requested to do so by the CEO.

25.2 The Pay Body will consult with the staff and the recognised trade unions at the time of the annual or any other review of the policy.

Appendix A: Procedure for a review of a salary determination or an appraisal decision by the Salary Review Committee of the Pay Body

Agenda

Salary Review Hearing

1. Case for the employee

The employee or representative:

- a. presents the employee's written application for the review;
- b. the members of the Salary Review Committee may ask questions of the employee.

2. The Chair of the Salary Review Committee:

- a. explains the process and evidence used to come to the decision under review with reference to the written statement of reasons for the decision of the Salary Review Committee previously provided to the employee;
- b. if the Salary Review Committee has asked those with day to day management of the policy to be present at the hearing, they may be asked questions by the members of the Salary Review Committee, and the employee or representative.

3. Summing up and withdrawal

- a. the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes;
- b. all persons other than the members of the Salary Review Committee and the adviser (See Note 4 below), are then required to withdraw.

4. Salary Review Committee decision

- a. The Salary Review Committee and the person who is advising are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve all persons involved in the earlier hearing.
- b. The chair of the Salary Review Committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

Notes:

1. *For the purposes of the review, the Salary Review Committee and the employee will have the following documents:*
 - *the written statement of reasons for the decision of the Salary Review Committee previously provided to the employee;*
 - *the written statement of reasons for the application for the review from the employee (the grounds for the review must comply with paragraph 5.3 of the Pay Policy); and*
 - *any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*

2. *For the purposes of the review, the Salary Review Committee may ask those with day to day management of the policy to be present. In that event, they may also be asked questions by the members of the Salary Review Committee and by the employee or his/her representative. However, they may not be involved in the decision of the Salary Review Committee.*

3. *The employee may be represented by a representative of his/her trade union or a workplace colleague.*

4. *The Salary Review Committee may have an adviser present to advise on fact and the law.*

5. *The review is not an appeal against the decision.*

Appendix B: Procedure for an appeal of a salary determination or an appraisal decision by the Salary Review Appeal Committee of the Pay Body

Agenda

Salary Review Appeal Hearing

1. The Appeal of the employee

The employee or representative:

- a. introduces the employee's written reasons for the appeal and the representative of the Salary Review Committee and then members of the Salary Review Appeal Committee may ask questions of the employee;
- b. may call witnesses, each of whom will have provided a written statement of the information s/he wishes to give, and each witness may be asked questions by the representative of the Salary Review Committee and then by the Salary Review Appeal Committee.

2. The response of the Salary Review Committee

The representative of the Salary Review Committee:

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

3. Summing up and withdrawal

- a. the representative of the Salary Review Committee has the opportunity to sum up if s/he so wishes;
- b. the employee, or representative, has the opportunity to sum up his/her case if s/he so wishes;
- c. all persons other than the Salary Review Appeal Committee and its adviser are then required to withdraw.

4. Salary Review Appeal Committee decision

- a. the Salary Review Appeal Committee and the person who is advising on law, procedure, and merits of the case (see Note 3 below) are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties;
- b. the Chair of the Salary Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing within 5 working days.

Notes:

1. *For the purposes of the appeal, the Salary Review Appeal Committee will have the following documents:*
 - *the written statement of reasons for the Salary Review Committee decision previously provided to the employee*
 - *the written statement of reasons for the appeal from the employee (the grounds for the appeal must comply with paragraph 6.2 of the Pay Policy)*
 - *any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.*
2. *For the purposes of the appeal, the Salary Review Committee representative may call those with day to day management of the policy as a witness for the Salary Review Committee. In that event, they may be questioned as a witness.*
3. *The Salary Review Appeal Committee may appoint an adviser to advise on the law, procedure, and merits of the case who may not be an employee of the Trust.*
4. *The employee may be represented by a representative of his/her trade union or a workplace colleague.*

Appendix C: Access to the Teachers' Upper Pay Spine

1. Any qualified teacher who has made substantial progress towards the maximum of the teachers' Main Pay Spine may apply to those with day to day management of the policy (see paragraph 3.1) be paid on the Upper Pay Spine.
2. An application may only be made once in an academic year and must be made by 30 September.
3. A successful applicant will have demonstrated that as a teacher:
 - a. s/he is highly competent* in all elements of the relevant standards; and
 - b. his/her achievements and contributions to the Trust are substantial* and sustained*

**For the purpose of this Pay Policy:*

Highly competent means performance which is not only good but is 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 Trust in order to help them meet the relevant standards and develop their teaching practice.

Substantial means:

- of real importance, validity and value to the Trust;
- providing a role model for teaching and learning;
- making a distinctive contribution to the raising of student standards;
- taking advantage of appropriate opportunities for professional development; and
- using the outcomes effectively to improve students' learning and achievement.

Sustained means maintained continuity over a period of at least 2 years.

The application shall be in the form of the annual appraisal document (and previous appraisal report/s which meet the criteria as supplementary evidence to be considered which reflects the applicant's achievements over at least a 2 year period).

All applications will be assessed robustly, transparently and equitably by those with day to day management of the policy and a decision will be made and communicated as soon as is reasonably practicable in accordance with the pay determination procedure.

Where the application is unsuccessful, the written notification will indicate the areas where the judgement is that the teacher's application does not satisfy the assessment criteria.

A successful applicant will progress to a point on the Upper Pay Spine where it is expected that the level of performance assessed will be at least sustained. This will normally be the first point on the Upper Pay Spine, save for circumstances evidencing exceptional performance over the previous two years.

Appendix D: Progression on the Teacher Main, Upper and Unqualified Pay Spines

Teachers on Main, Upper and Unqualified Pay Spines will have their salary reviewed annually in accordance with paragraph 19 of the Pay Policy.

Teachers' annual appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Pay Review Committee, having regard to the appraisal report and taking into account advice from those with day to day management of the policy (see paragraph 3.1).

Main Pay Spine and Unqualified Pay Spine

To progress on the Main Pay Spine or the Unqualified Teachers' Pay Spine one point at a time teachers will need to have made good progress towards their objectives and have shown they are competent in all elements of the Teachers' Standards.

The following criteria will be taken into account in making a judgement:

1. Impact on student progress
2. Appraisal objectives and how successfully these have been met
3. Competency in all elements of the Teachers' Standards

Taking into account all of the criteria and any external factors, a best fit judgement will be made as to a teacher's overall performance by the appraiser and moderated by those with day to day management of the policy. Teachers demonstrating exceptional performance may be awarded progression of up to two points on the spine; this will be determined by progress significantly above expected, evidence of consistently exceptional teaching and meeting all appraisal objectives as well as demonstrating they are competent in all elements of the Teachers' Standards.

Upper Pay Spine

To progress on the Upper Pay Spine, teachers will need to demonstrate that they continue to satisfy the requirements for access to the Upper Pay Spine as set out in Annex C **and** provide additional evidence that they have developed further and taken on further responsibilities across the Trust.

Teacher Pay Spine Values 2018/19				
Main Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£23,719	£29,663	£27,595	£24,859
2	£25,593	£31,210	£29,306	£26,732
3	£27,651	£32,836	£31,119	£28,789
4	£29,779	£34,547	£33,047	£30,924
5	£32,125	£37,205	£35,849	£33,264
6 (maximum)	£35,008	£40,371	£38,963	£36,157
Upper Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£36,646	£44,488	£40,309	£37,757
2	£38,003	£46,675	£41,801	£39,113
3 (maximum)	£39,406	£48,244	£43,348	£40,520
Unqualified Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£17,208	£21,641	£20,440	£18,338
2	£19,210	£23,641	£22,443	£20,338
3	£21,209	£25,643	£24,445	£22,339
4	£23,212	£27,644	£26,449	£24,340
5	£25,215	£29,643	£28,449	£26,342
6 (maximum)	£27,215	£31,643	£30,452	£28,342

Appendix E: Progression on the Leadership Pay Spine

Teachers on the Leadership Pay Spine will have their salary reviewed annually in accordance with paragraphs 17.6 and 17.7 of the Pay Policy.

To progress on the Leadership Pay Spine teachers will need to have made good progress towards their objectives, developed the role that they deliver within the Trust and be able to demonstrate a contribution to the Trust of real value and substance. They should be highly competent in all the Teachers' Standards.

The following criteria will be taken into account in making a judgement:

1. Impact on overall Academy/Trust performance
2. Development of their leadership role within the Trust
3. Appraisal objectives and how successfully these have been met
4. Competency in all elements of the Teachers' Standards

Taking into account all of the criteria and any external factors, a best fit judgement will be made by those with day to day management of the policy (see paragraph 3.1) as to a teacher's overall performance (informed by an initial judgement by a member of the Senior Leadership Team where applicable).

Teachers demonstrating exceptional performance may be awarded progression of up to two points on the spine; this will be determined by progress significantly above expected, evidence of consistently exceptional teaching and meeting all appraisal objectives as well as demonstrating they are highly competent in all elements of the Teachers' Standards.

Leadership Pay Spine Values 2018/19				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£39,965	£47,516	£43,135	£41,065
2	£40,965	£48,521	£44,138	£42,069
3	£41,989	£49,548	£45,157	£43,091
4	£43,034	£50,592	£46,208	£44,141
5	£44,106	£51,670	£47,281	£45,214
6	£45,212	£52,771	£48,382	£46,317
7	£46,429	£53,992	£49,603	£47,538
8	£47,501	£55,061	£50,673	£48,602
9	£48,687	£56,242	£51,856	£49,791
10	£49,937	£57,494	£53,110	£51,040
11	£51,233	£58,787	£54,401	£52,334
12	£52,414	£59,973	£55,587	£53,521
13	£53,724	£61,282	£56,900	£54,831
14	£55,064	£62,620	£58,231	£56,168
15	£56,434	£63,987	£59,601	£57,534
16	£57,933	£65,493	£61,105	£59,040
17	£59,265	£66,825	£62,438	£60,377
18	£60,755	£68,315	£63,930	£61,859
19	£62,261	£69,821	£65,436	£63,365
20	£63,806	£71,365	£66,978	£64,914
21	£65,383	£72,943	£68,558	£66,496
22	£67,007	£74,567	£70,176	£68,115
23	£68,667	£76,220	£71,836	£69,769
24	£70,370	£77,930	£73,541	£71,479
25	£72,119	£79,674	£75,290	£73,222
26	£73,902	£81,458	£77,073	£75,012
27	£75,734	£83,288	£78,904	£76,838
28	£77,613	£85,169	£80,785	£78,714
29	£79,534	£87,094	£82,703	£80,642
30	£81,515	£89,071	£84,683	£82,614
31	£83,527	£91,088	£86,703	£84,637
32	£85,604	£93,160	£88,773	£86,712
33	£87,732	£95,289	£90,905	£88,840
34	£89,900	£97,458	£93,072	£91,008

Leadership Pay Spine Values 2018/19				
35	£92,135	£99,693	£95,305	£93,243
36	£94,415	£101,971	£97,583	£95,521
37	£96,763	£104,325	£99,936	£97,868
38	£99,157	£106,712	£102,329	£100,263
39	£101,573	£109,129	£104,743	£102,675
40	£104,109	£111,670	£107,282	£105,218
41	£106,709	£114,273	£109,883	£107,815
42	£109,382	£116,939	£112,550	£110,491
43 (maximum)	£111,006	£118,489	£114,147	£112,105

Appendix F: Teaching and Learning Responsibility (TLR) allowances

Classroom teachers who take on extra specific responsibility, which focuses on teaching and learning and needs professional skills and judgment, may be awarded a Teaching and Learning Responsibility (TLR) payment.

The TLR structure for each academy will be determined by the relevant committee of the Pay Body (see paragraph 3.1).

TLR1 and TLR2 payments are awarded to teachers undertaking sustained additional responsibility over and above those responsibilities expected of a class teacher. TLR3 payments are awarded for teachers who are taking on a time-limited school improvement project or one-off responsibility. It is not possible for a teacher to receive both a TLR1 and TLR2, but it is possible for a teacher to receive a TLR1 or TLR2 and a TLR3.

Appendix G: Recruitment and Retention Allowances

Recruitment and/or Retention allowances will be considered as a method of attracting or retaining outstanding teachers and support staff where the organisation would be adversely affected by not recruiting or retaining them.

Recruitment and retention allowances will be pensionable payments. On expiry of a recruitment allowance it may be replaced by a retention allowance. Decisions on recruitment allowances or retention allowances will be made by those with day to day management of the policy (see paragraph 3.1).

A business rationale will be recorded which sets out:

1. The reasons why the post should attract a recruitment or retention allowance with reference to other allowances awarded and any available recruitment or retention information;
2. The start and end dates of the allowance; and
3. The amount of the allowance and its percentage of substantive salary which will not exceed (10%)

The decision to award a recruitment or retention allowance will be communicated to the employee in writing stating the start date and end date, the amount and whether it is recruitment or a retention allowance. The decision to award a recruitment or retention allowance will be reported to relevant Pay Review Committee at the next meeting.

Appendix H: Staff on maternity leave or long term sickness absence

Managing appraisal and performance related pay for staff who are pregnant, have been on maternity leave or long term sickness absence during the review period academic year and/or remain so at the time of annual appraisals requires additional thought and planning.

It is important that the Trust does not discriminate against staff who are pregnant or who have been, are on, or are about to go on maternity leave or long term sickness absence, not least because to do so could be unlawful discrimination under the Equality Act 2010.

A recommendation in relation to pay should be made in line with the normal timescales for all other staff.

Staff who have returned to work prior to the review in the Autumn term

A pay recommendation will need to be made based on the evidence available. However, the progress made towards the objectives may need to be assessed considering the period of absence and the impact on the ability of the individual to meet their objectives as a result.

Staff who will be on maternity leave or long term sickness absence during the review process in the Autumn term

If it has been appropriate to conduct the appraisal review prior to the individual's departure, this should have included a decision in relation to performance related pay based on the evidence available at that time.

If it was not possible and/or appropriate to conduct the appraisal review prior to the individual's departure, the teacher may be invited to participate in a review whilst on maternity leave or sickness absence if appropriate and if they wish, which should include a pay recommendation. However, if they prefer to wait to conduct the appraisal on return to work at a later date, a recommendation will need to be made in relation to pay progression regardless on the evidence available to avoid delay.

The usual steps in relation to pay progression set out at paragraphs 5 and 6 should still apply to a teacher on maternity leave or long term sickness absence.

Appendix I: Salary safeguarding

Teaching Staff

Salary safeguarding arrangements will be applied where applicable in accordance with the relevant provisions of the School teachers Pay and Conditions Document 2018.

Support Staff

Salary safeguarding arrangements for non-teaching staff will be for 3 years. The value of the safeguarding will be reduced on the anniversary of the change, as follows:

- Year 1 = 100%
- Year 2 = 60%
- Year 3 = 40%

The following components of pay are protected:

- a. Basic salary/hourly rate
- b. Basic contract hours (including contracted overtime)
- c. Any sick pay, holiday pay, maternity, paternity or adoption pay will reflect the level of protected basic pay

All protected pay is pensionable.

The following components of pay are not protected:

- a. Additional hours worked over the minimum contractual guarantee
- b. All pay related allowances, e.g. standby, letting fees, shift allowances
- c. All pay related enhancements, e.g. overtime, unsocial hours, bank holiday working
- d. All non-pay related allowances, e.g. car allowance, subsistence allowance, annual Leave
- e. Any adjustments to the hourly rate resulting from the standardisation of the working week and number of working weeks per year
- f. Market supplements and acting up and honoraria payments
- g. Any increase in minimum contractual hours introduced after the operative date of pay protection.

Please note, salary protection will not apply where employees voluntarily move to another job or voluntarily reduce their hours. Nor will it be applied to non-contractual overtime.