



Pay Policy (All Staff)

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Related policies and documents

- The Elliot Foundation Academies Trust Values
- Continuous Professional Development (CPD) Policy
- Appraisal Policy
- Lesson Observation Protocol
- Capability Policy
- Finance Policy
- Equality and Diversity Policy
- Gender Pay Gap Report 2019

Definitions

- Where the word 'Trust' is used in this document it refers to The Elliot Foundation Academies Trust.
- Where the words 'Relevant Governance Body' are used they refer to Local Governing Bodies, Operations Group governance bodies and/or TATA governance bodies
- Where the words 'Governing Body' are used they refer 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 Relevant Governance Body will publish details of the procedures and practices to implement Trust policies.

Elliot Foundation Academies Trust Values

1. Put children first

- a. We trust and value your professionalism
- b. We share the responsibility for the learning and welfare of all of our children
- c. Our purpose is to improve the lives of children

2. Be safe

- a. Don't assume that someone else will do it
- b. Look after yourself, your colleagues and all children
- c. We are all responsible for each other's safety and well being
- d. Discuss any concerns with an appropriate member of staff

3. Be kind & respect all

- a. People are allowed to be different as are you
- b. Kindness creates the positive environment we all need to flourish
- c. This kindness should extend to ourselves as well as to others

4. Be open

- a. If you can see a better way, suggest it
- b. If someone else suggests a better way to you, consider it
- c. We exist to nurture innovators and support those who take informed risks in the interests of children

5. Forgive

- a. We all make mistakes
- b. Admit them, learn from them and move on

6. Make a difference

- a. Making the world a better place starts with you
- b. Model the behaviour that you would like to see from others

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.
- 1.3. This policy is intended to operate in unity with Trust’s Appraisal Policy, which is supportive in approach and designed to provide staff with appropriate opportunities for professional growth and development. The Pay Policy should facilitate and support this professional advancement.

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 experience and performance assessment mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
- 2.3. This policy will be implemented with consideration to staffing and financial budget plans and in collaboration with the Finance Director to ensure that appropriate funding is allocated to pay progression at all levels and across all groups.
- 2.4. All pay-related decisions are made in the context of the policy objectives set out at paragraph 1 above, relevant employment law and taking full account of Trust priorities. In the case of academies, pay decisions will be made in the context of a whole school approach to pay and individual academy improvement plans.
- 2.5. Annual pay progression within salary range/scale/grade will be automatic and is not linked to performance. However, all employees are expected to deliver in line with their specific job roles and against national standards where applicable, including Teachers’ Standards as a minimum (and Headteacher Standards in the case of Executive Principals and Principals).

3. Delegation of decision making

- 3.1. Those with delegated responsibilities under this policy should be appropriately trained and/or advised by a trained and qualified person/s.
- 3.2. Pay decisions are made in line with the Trust's Scheme of Delegation. Relevant committees and individuals will have delegated 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
Relevant Governance Body	Executive Principals Principals/Heads of School	All remaining school based staff

- 3.3. 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 this policy.
- 3.4. The Trust requires that those with day to day management of the policy in exercising the delegated responsibilities have appropriate regard to the approved budget. 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.
- 3.5. Those with day to day management of the policy must seek advice where appropriate from persons engaged for this purpose.

4. Determination of Salary Ranges and Initial Appointments

4.1. **Executive salary ranges (CEO and Trust Officers)**

For the purposes of determining the appropriate salary range for executive posts, the Trust will ensure that an appropriate assessment is undertaken to consider the specific role scope and responsibilities and other relevant factors such as:

- a. market forces
- b. issues relating to recruitment and retention
- c. the context, degree of complexity and challenges of the role,
- d. experience required and
- e. specific demands of the role.

This will usually include a benchmarking exercise to consider comparable roles both within and outside the education sector.

4.2. The executive salary ranges shall be a range of consecutive salary points approved by the relevant committee of the Trust which fall within the scope of the assessment undertaken.

4.3. To ensure that the salary ranges remain appropriate, the benchmarking exercise referred to in paragraph 4.1 will be reviewed as a result of any significant changes to executive job roles or relevant contextual factors.

4.4. **Appointment of a member of Executive staff**

At the time of appointing a new Executive member of staff, the selection panel making the new appointment shall determine the starting salary within the determined range, taking account of the following matters:

- a. the successful candidate's level of qualifications, skills and experience
- b. market conditions
- c. the wider Trust context and
- d. the successful candidate's current pay.

The selection panel shall ensure that there is room for salary progression on the range and have regard to advice available from persons engaged by the Trust for this purpose.

4.5. **Executive Principal, Principal and 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 Trust will re-calculate annually the appropriate unit total of the federation or academy in accordance with the calculation set out in the School Teachers' Pay and Conditions Document (STPC).

- 4.6. The Trust will assign the federation or academy to the appropriate Headteacher Group (HTG) whenever a new Executive Principal or Principal is to be appointed, when an existing Executive Principal or Principal assumes responsibility for an additional academy on a permanent basis and on such other occasions as the Trust sees fit.
- 4.7. The Executive Principal and Principal ranges shall be a range of seven consecutive salary points selected by the Trust within the HTG ranges applicable to the federation or academy (the “ISR”). The monetary value of these points will reflect a TEFAT 5% uplift to the national values. Once the uppermost point of the range has been reached, the monetary value of the uppermost point may be increased annually by further additional 5% enhancements, up to a maximum of 25%.
- 4.8. If the Trust sees fit to change the group of the federation or academy having re-calculated the unit total of the federation or academy, the Trust will ensure the Executive Principal/Principal is paid in accordance with the correct HTG. The Trust will also ensure that the salary ranges of any other teachers affected by the arrangement by increased or decreased responsibilities are also reviewed.
- 4.9. The salary ranges for Heads of Schools, Vice and Assistant Principals shall be a range of five consecutive salary points determined in the context of a whole school approach to pay and with reference to the federation or academy's ISR and the highest paid classroom teacher.
- 4.10. **Appointment of an Executive Principal, Principal or Senior Leadership Team member**
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.

When determining starting salary, the following matters will be considered:

- a. the nature of the post;
- b. the level of qualifications, skills and experience required;
- c. market conditions;
- d. the wider Trust and academy context;
- e. the successful candidate's current pay
- f. the salaries of other leadership team members within the academy;
- g. in the case of an Executive Principal employed to work across more than one school on a permanent basis, the starting salary will normally be the third point on the relevant range.

The selection panel shall ensure that there is room for salary progression on the range and have regard to advice available from persons engaged by the Trust for this purpose.

- 4.11. **Leading Practitioner salary ranges**
Leading Practitioners are qualified teachers who are employed in specific posts with the primary purpose of modelling and leading improvement of teaching skills in the organisation.
- 4.12. Leading Practitioners will normally have a sustained track record of successful performance as a teacher on the upper pay scale, demonstrate excellence in teaching, have an up to date knowledge in best practice of teaching skills and have contributed to leading the improvement of teaching skills.
- 4.13. Leading Practitioners will be paid on a 5 point pay range within the overall Leading Practitioner pay range which will be determined by the Trust, taking into account the following criteria:
- a. the nature of the work required, including any work with teachers from other academies;
 - b. the context of the work;
 - c. the professional competencies required;
 - d. the salaries of other leadership team members within the academy
 - e. recruitment and retention challenges;
 - f. other criteria as considered appropriate.
- 4.14. Different Leading Practitioner posts may be paid on different individual ranges within the overall pay range to reflect the different demands and challenges of that specific post but ensuring pay equality and fair pay relativities between posts of differing responsibility.
- 4.15. **Appointment of a Leading Practitioner**
At the time of appointing a new Leading Practitioner 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 and have regard to advice available from persons engaged by the Trust for this purpose.
- 4.16. **Teaching staff salary ranges**
All other teachers than those covered by paragraphs 4.1 to 4.15 above will be paid on the relevant TEFAT pay range as set out in Appendix D.
- 4.17. **Appointment of a member of teaching staff**
At the time of appointing a new teacher, those with day to day management of the policy shall determine the salary point on the relevant range to be paid.
- 4.18. When determining starting salary, the following matters will be considered:
- a. market conditions;
 - b. the wider Trust and academy context;
 - c. the successful candidate's current pay.

- 4.19. The Trust will, as a minimum, offer a teacher on appointment a salary that matches the substantive salary on which the applicant is/was paid in his/her last employment, subject to proof of salary.
- 4.20. Those teachers wishing to be assessed for the threshold to be paid on the Upper Pay Spine at the time of appointment will be required to provide evidence from their current/last employment demonstrating they meet the criteria set out in paragraph 6.4 below.
- 4.21. **Support staff scales/grades (central and school based)**
Salary scales or grades for support staff roles will be determined using the appropriate job family or job evaluation process in a manner which ensures equal pay for the same or broadly similar work or work of equivalent value.
- 4.22. If at any time those with day to day management of the policy consider 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 assessed against the relevant job family or evaluated. If the assessment/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 paragraph 11.
- 4.23. **Appointment of a member of support staff (central and school based)**
At the time of appointing a new member of support staff, those with day to day management of the policy shall determine the salary point on the relevant scale or grade to be paid.
- 4.24. When determining starting salary, the following matters will be considered:
- a. market conditions;
 - b. the wider Trust and academy context;
 - c. the successful candidate's current pay.
- 4.25. **Apprenticeship Posts**
Apprentices will be paid the applicable Real Living Wage for the duration of their apprenticeship.

5. Salary Review

5.1. **Executive staff (CEO and Trust Officers)**

The Trust will ensure that every executive member of staff's salary is reviewed biennially (every 2 years) with effect from 1st September. The salary determination will be made by a relevant committee of the Trust on the basis of recommendations made by the relevant individuals with day to day management of the policy (Chair of the Board of Trustees in relation to the CEO's salary and the CEO in relation to Trust Officers' salaries).

5.2. The Trust will award a point for each two year period of employment in role to the maximum of the relevant pay grade, unless:

- an individual's performance has not been satisfactory; and
- they have been subject to a performance support plan or capability process or concerns have been put in writing about their performance during the academic year; and
- those concerns have not been satisfactorily addressed by the conclusion of that process.

5.3. Progression will normally be by one point, but the Trust may consider movement by two points in exceptional circumstances where the performance of the individual has been excellent. The process for awarding accelerated progression on the basis of exceptional performance is set out in Appendix C.

5.4. A right of appeal will be available in relation to the annual salary determination, please refer to paragraph 7 for appeal details.

5.5. Executive staff who are in their probation period, including a probation extension period, at the relevant salary increment date will not be considered for an incremental point increase until the following biennial review date.

5.6. **Executive Principal, Principal and Senior Leadership Team members**

The Trust will ensure that the salaries of Executive Principals, Principals and members of the Senior Leadership Teams are reviewed annually with effect from 1st September. The salary determination will be made by a relevant committee of the Operations Group on the basis of recommendations made by the relevant individuals with day to day management of the policy (Regional Director in relation to Executive Principal and Principal salaries and the relevant Executive Principal/Principal in relation to other members of Senior Leadership Teams' salaries).

- 5.7. The Trust will award a point for each year of employment in role to the maximum of the relevant pay range, unless:
- an individual's performance has not been satisfactory; and
 - they have been subject to a performance support plan or capability process or concerns have been put in writing about their performance during the academic year; and
 - those concerns have not been satisfactorily addressed by the conclusion of that process.
- 5.8. Progression will normally be by one point, but the Trust may consider movement by two points in exceptional circumstances where the performance of the individual has been excellent. The process for awarding accelerated progression on the basis of exceptional performance is set out in Appendix C.
- 5.9. A right of appeal will be available in relation to the annual salary determination, please refer to paragraph 7 for appeal details.
- 5.10. **Teaching staff**
The Trust will ensure that every teacher's salary is reviewed annually with effect from 1st September.
- 5.11. Unqualified Teacher Pay Spine and Main Pay Spine
The Trust will award a point for each year of employment as a classroom teacher to the maximum of the relevant pay spine, unless a teacher's performance has not been satisfactory and they have been subject to a performance support plan or capability process or concerns have been put in writing about their performance during the academic year.
- 5.12. Progression will normally be by one point, but the Trust may consider movement by two points in exceptional circumstances where the performance of the individual has been excellent. The process for awarding accelerated progression on the basis of exceptional performance is set out in Appendix C.
- 5.13. Upper Pay Spine
The Trust will award a point for every two years of employment as a classroom teacher to the maximum of the relevant pay spine, unless a teacher's performance has not been satisfactory and they have been subject to a performance support plan or capability process or concerns have been put in writing about their performance during the academic year.
- 5.14. Progression will normally be biennially (every 2 years) but the Trust may consider progression on the pay scale after one year in exceptional circumstances where the performance of the individual has been excellent. The process for awarding accelerated progression on the basis of exceptional performance is set out in Appendix C.

- 5.15. A right of appeal will be available to all teachers in relation to the annual salary determination, please refer to paragraph 7 for appeal details.
- 5.16. **Newly Qualified Teachers (NQTs)**
In the case of NQT's, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.
- 5.17. If the member of staff successfully completes and passes the induction, pay progression will automatically apply from the first day of the term following completion.
- 5.18. If concerns have been raised and managed during the induction process and satisfactory and sustained improvement has not been made, the induction period may be extended and a decision in relation pay progression will be deferred until conclusion of the extended induction period.
- 5.19. If the NQT does not pass the induction period either at the end of the normal term or after an extended period, employment would ordinarily be terminated.
- 5.20. **Unqualified teachers who become qualified teachers**
Upon obtaining qualified teacher status an unqualified teacher will be transferred to a salary within the main teacher pay range which will be the same as or higher than their salary as an unqualified teacher.
- 5.21. **Support staff**
The Trust will ensure that salaries of support staff are reviewed annually in accordance with local arrangements.
- 5.22. The Trust will award a point to the maximum of the relevant pay scale/grade for each year of employment, unless an individual's performance has not been satisfactory and they have been subject to a performance support plan or capability process or concerns have been put in writing about their performance during the relevant year.
- 5.23. Progression will normally be by one point, but the Trust may consider movement by two points in exceptional circumstances where the performance of the individual has been excellent. The process for awarding accelerated progression on the basis of exceptional performance is set out in Appendix C.
- 5.24. Support staff who are in their probation period, including probation extension periods, at the relevant salary increment date will be awarded a point increment on the six month anniversary of service in the post or completion of their probation period, whichever is later.

- 5.25. Salary reviews may 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.
- 5.26. **Absences during salary review period**
Where an employee is absent for a long term period such as through disability related illness or maternity leave, either during the preceding year or at the time of the salary review process, those with delegated day to day management of the policy will ensure that pay progression is implemented as though they had not been absent, save for those employees subject to a performance support plan or capability process or concerns had been put in writing about their performance immediately prior to their absence.
- 5.27. **Salary statements**
The Trust will ensure that each employee is provided with an annual written statement setting out their salary and any other financial benefits to which they are entitled.

6. Threshold applications (to be paid on the Upper Pay Spine)

- 6.1. Any qualified teacher may apply to be paid on the upper pay range (UPS) and the Trust is committed to promoting a culture where every teacher is encouraged to grow and develop their professional practice so that they are able to apply for progression to UPS.
- 6.2. An application by a teacher to be paid on the UPS must be assessed and dealt with in line with this policy.
- 6.3. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range. The teacher must inform the relevant Executive Principal/Principal in writing that they wish to be assessed by 30 September.
- 6.4. A successful applicant will have demonstrated:
- a. that as a teacher s/he is highly competent in all elements of the relevant standards; and
 - b. that his/her achievements and contributions to the Trust are substantial and sustained (please refer to Appendix B for the Trust's definition of "highly competent" and "substantial and sustained").

- 6.5. The relevant Executive Principal/Principal will make a recommendation in relation to the application and submit it to the Salary Review Committee of the relevant Governance Body. They shall inform the teacher of the recommendation they are making to the committee regarding the threshold application as soon as possible after the closing date has passed. They shall discuss the application with the employee and provide oral feedback on the relevant criteria indicated and, in the case of an unsupported application, this feedback will be confirmed in writing. Feedback shall also include advice on aspects of performance that would benefit from further development.
- 6.6. The determination of the application will be communicated to the teacher by the Salary Review Committee before 31st October and will include a right of appeal to the Salary Review Appeal Committee of the relevant Governance Body. Please refer to paragraph 7 for appeal details.
- 6.7. A successful applicant will progress to a point on the Upper Pay Spine and with effect from a date determined by the relevant committee, which will usually be 1 September. This will normally be the first point on the Upper Pay Spine, save for circumstances evidencing exceptional performance over the previous two years. It is expected that the level of performance assessed will be at least sustained.

7. Appeals against pay decisions

- 7.1. Any employee who is dissatisfied with the decision of the Salary Review Committee may appeal against the decision.
- 7.2. The pay appeals process performs the function of the grievance procedure on pay matters and so employees will not be able to raise the complaint under the Trust's Grievance Policy during or following conclusion of a pay appeal.
- 7.3. The employee may 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.
- 7.4. If the employee remains dissatisfied following receipt of the Written Statement of Reasons, they may appeal the decision at a hearing the Salary Review Appeals Committee. The employee must submit a written appeal within 10 working days of receipt of the written reasons detailing the basis of the appeal which must fall into one or more of the categories:
 - a. the decision incorrectly applied any provision of the appropriate Pay Policy;
 - b. the decision failed to have proper regard for statutory/contractual guidance, including the current STPC Document (for teachers);
 - c. the decision failed to take proper account of relevant evidence;
 - d. the decision took account of irrelevant or inaccurate evidence;
 - e. the decision was biased; or
 - f. the decision otherwise unlawfully discriminated against the employee.

- 7.5. An appeal hearing will normally be heard within 20 working days of receipt of the appeal and the decision of the Salary Review Appeal Committee shall be final.
- 7.6. The employee will have the opportunity to be accompanied to the hearing by a trade union representative or workplace colleague and will be able to make representations to the Salary Review Appeals Committee panel. A representative of the original Salary Review Committee, usually the Chair, will also attend to respond to the appeal. The procedure to be followed for the Salary Review Appeal Hearing is attached at Appendix A of this policy.

8. Additional Payments

- 8.1. **Real Living Wage Allowance**
The Trust is committed to paying employees the Real Living Wage as a minimum rate of pay. If an employee's hourly rate is less than the Real Living Wage having been determined using the appropriate job family or job evaluation process, an allowance will be awarded to enhance the hourly rate of pay to the applicable Real Living Wage rate.
- 8.2. **Teaching and Learning Responsibilities (TLRs)**
Classroom teachers who take on a sustained additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable, may be awarded a Teaching and Learning Responsibility (TLR) payment.
- 8.3. The TLR structure for each academy will be determined by the relevant committee on recommendation by those with day to day management of the policy (see paragraph 3.2).
- 8.4. TLR1 and TLR2 payments are awarded to teachers undertaking sustained additional responsibility over and above those responsibilities expected of a class teacher.
- 8.5. TLR3 payments are awarded for teachers who are taking on a time-limited school improvement project or one-off responsibility.
- 8.6. 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.
- 8.7. A part time teacher who is awarded a TLR will receive the appropriate pro rata amount of the full time TLR value.

- 8.8. **Recruitment/retention incentives (teaching staff) and honorariums (support staff)**
For posts where the Trust anticipates or encounters recruitment and/or retention difficulties or in other circumstances deemed appropriate, consideration may be given to awarding an additional payment, incentive or benefit as determined by the Trust.
- 8.9. Such awards will be recommended by those with responsibility for the day to day management of the policy to the appropriate committee as set out at paragraph 3.2.
- 8.10. Where such an incentive or benefit is awarded, the appropriate committee will determine, on recommendation by those with day to day management of the policy:
- a. whether the award is for recruitment or retention or other justification
 - b. the nature of the award (e.g. cash sums, travel, housing costs)
 - c. when/how it will be paid
 - d. the start date and duration of the award (usually reviewed annually)
 - e. the basis for any uplift that may be applied.
- 8.11. Allowances may be paid monthly, paid wholly or in part as a lump sum subject to satisfactory completion of service in the previous year, or paid by a combination of the two methods.
- 8.12. 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, the sum of all additional payments made to the CEO/Trust Officer will not exceed 25% of the maximum of their substantive salary range.
- 8.13. Where a decision is made to increase an Executive Principal or Principal's salary beyond the maximum of the appropriate HTG, the total sum of all additional payments made to the Executive Principal or Principal will not exceed 25% of the maximum of the HTG, except in exceptional circumstances.
- 8.14. Any award will be reviewed annually.
- 8.15. **Acting up allowances**
If an employee is appointed to act up during the absence of a more senior colleague, the Trust will consider within four weeks of the acting appointment whether or not the individual shall be paid an acting allowance calculated in accordance with 8.14 below. If no allowance is paid, the Trust may reconsider the position at any time.

- 8.16. If considered appropriate, those with day to day management of the policy should make a recommendation to the relevant committee as set out in paragraph 3.2 for payment of an acting up allowance and the date from which it should be paid. The allowance will normally equal the difference between the salary currently paid to the person appointed to act up and a salary considered appropriate given the assumed duties for the period of acting up. The STPC conditions of employment for an Executive Principal, Principal, Vice Principal or Assistant Principal will also apply to any person in receipt of an acting allowance for these roles.
- 8.17. **Additional payments as a result of temporary additional responsibilities**
Additional payments may be made to the CEO or an Executive Principal or Principal for temporary responsibilities that are in addition to the duties taken into account for the determination of their substantive salary, including taking temporary responsibility for more than one Trust/federation/academy. The total sum of any temporary payments will not normally exceed 25% of the individual's annual salary.
- 8.18. Where additional responsibilities and activities are undertaken by other employees resulting from the CEO, Executive Principal or Principal having additional temporary responsibilities, such as more than one Trust/federation/academy, the relevant committee will review the employee's salary to reflect the additional responsibilities and activities.
- 8.19. **Additional payments to teaching and support staff**
Save for those circumstances set out in paragraph 8.20, additional hours worked by agreement from time to time will be paid as follows:
- a. for teachers, at the same rate as their substantive contract with a daily rate calculated using 195th of the full time equivalent salary (including any TLR or allowances)
 - b. For support staff, an hourly rate will be calculated using the full time equivalent salary applicable to the job role delivered (hourly rate calculated as $FTE\ salary / (FTE\ weeks * FTE\ hours)$). Applicable NJC premium pay rate enhancements for work delivered outside of the normal working week will be payable
- 8.20. **Other additional payments for teaching and support staff**
Payment will be made to those teachers who, at the request of those with day to day management of the policy and whose role does not already take account of such activity, agree 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,
- 8.21. The daily rate payable to each individual undertaking such CPD or ITT activities and entitled to such a payment will be determined by the Trust and periods of less than a day will be paid pro rata.

8.22. **Special educational needs allowances**

The Trust will award an SEN allowance to a classroom teacher in accordance with the criteria and provisions set out in the STPCD.

8.23. 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:

- a. whether any mandatory qualifications are required;
- b. other qualifications and expertise relevant for the post; and
- c. the relative demands of the post.

8.24. **Salary deductions for teaching and support staff**

Where authorised unpaid leave of absence or unauthorised absence occurs, deductions of salary shall be calculated as follows:

- c. for teachers, at the same rate as their substantive contract with a daily rate calculated using 195th of the full time equivalent salary (including any TLR or allowances)
- d. For support staff, an hourly rate will be calculated using the full time equivalent salary applicable to the job role delivered (hourly rate calculated as $FTE\ salary / (FTE\ weeks * FTE\ hours)$)

9. Calculation of part time teachers' salaries

9.1. Teachers employed on an on-going basis by the Trust but who work less than a full working day or week are deemed to be part-time.

9.2. The Trust will ensure that all employed part time teachers will have their salaries calculated in accordance with the STPC Document and the "pro rata principle". The part time calculation will be made using the school's timetabled teaching week for a comparable full time post within the school. 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).

9.3. The Trust 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".

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

9.5. Additional hours worked by agreement from time to time will be paid at the same rate with a daily rate calculated using 195th of the full time equivalent salary (including any TLR or allowances).

10. Staffing structure

- 10.1. Those with day to day management of the policy will annually recommend to the appropriate committee, a staffing establishment for the Trust/federation/academy that:
 - a. takes account of any financial limits determined by the Trust or delegated committees;
 - b. 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;
 - c. 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;
 - d. determines the value of any recruitment or retention allowances or honorariums 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;
 - e. 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;
 - f. identifies the level of salary to be allocated to any Leading Practitioner posts together with the salary ranges to be assigned to each post;
 - g. identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post;
 - h. 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
 - i. identifies the staffing structure for executive/support staff posts together with the allocated salary grade assigned to each post.
- 10.2. 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.

11. Salary safeguarding

- 11.1. Subject to paragraphs 11.3 and 11.4 below, salary safeguarding will be applicable in circumstances in which an employee:
- a. Loses a post as a result of the reorganisation of the Trust/an academy or the discontinuance of an academy and takes up a new post within the organisation at a lower rate of salary or contract hours/weeks
 - b. Loses a TLR as a result of a reorganisation or change to staffing structure
 - c. Loses an ongoing contractual allowance at a date earlier than the published anticipated end date as a result of a reorganisation or change to staffing structure
- 11.2. Salary safeguarding will not be applicable where employees voluntarily move to another job or voluntarily reduce their working hours or weeks.
- 11.3. **Teaching Staff**
Salary safeguarding arrangements will be applied to a member of teaching staff's salary where applicable in accordance with the relevant provisions of the relevant STPC Document.
- 11.4. **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%
- 11.5. The following components of pay are protected:
- a. Basic salary/hourly rate
 - b. Basic contract hours (including contracted overtime)

Any sick pay, holiday pay, maternity, paternity or adoption pay will reflect the level of protected basic pay.

- 11.6. The following components of pay are not protected:
- a. Additional hours worked over the minimum contractual guarantee (including non-contractual overtime)
 - 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.
- 11.7. All protected pay is pensionable.

12. Supply teachers

- 12.1. Teachers who work on a day-to-day or other short notice basis have their pay determined in line with the statutory pay arrangements in the same way as other teachers.
- 12.2. 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.

13. Review of the policy

- 13.1. The Trust will review this policy annually or on any occasion when it is considered necessary.
- 13.2. The Trust 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 an appeal of a salary determination

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 or their representative:

- 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 or their representative 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 7.4 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 be supported by the advisor to the original committee and 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 B: Access to the Teachers' Upper Pay Spine (Threshold)

1. Any qualified teacher 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 be made by expressing a wish to be assessed in writing. It can 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, a teacher will satisfy the criteria set out above though evidencing the following, in addition to competency of the Teacher Standards:

1. Professional attributes

1.1. Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

2. Professional knowledge and understanding

2.1. Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.

2.3. Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public tests, examinations and qualifications.

2.4. Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.

2.5. Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.

2.6. Have sufficient depth of knowledge and experience to be able to give advice on the development and well being of children and young people.

3. Professional skills

3.1. Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.

3.2. Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.

3.3. Promote collaboration and work effectively as a team member.

3.4. Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.

***Sustained** means evidence of a consistent standard of performance usually over at least 2 academic years.

The application shall be based on 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 usually over at least a 2 year period).

Appendix C: Salary recognition for exceptional performance

1. A recommendation for salary recognition of exceptional performance should be made by those with day to day management of the policy (paragraph 3.2) to the relevant committee at the time of the annual/biennial salary review.
2. Written details should be provided by the manager to the committee of the exceptional performance which has led to the recommendation and details provided of the impact of the performance on the academy/Trust.
3. If awarded, the salary recognition will usually be the award of 2 points progression on the relevant pay range/scale/grade in that annual/biennial salary assessment.
4. If an employee has requested salary recognition for exceptional performance themselves, the individual with day to day management of this policy should meet with the employee to discuss the rationale for recognising their exceptional contribution and how they have shown impact above and beyond their current day to day role and responsibilities.
5. If an employee's request or manager's recommendation for salary recognition for exceptional performance is declined at any stage they may appeal in accordance with the appeal process set out in paragraph 7 above.
6. Careful consideration should be given to a recommendation for salary recognition for exceptional performance to ensure any direct or indirect discriminatory practices are avoided

Appendix D: Pay Scales

Teacher Pay Spine Values 2020/21				
Main Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£25,714	£32,157	£29,915	£26,948
2	£27,600	£33,658	£31,604	£28,828
3	£29,664	£35,226	£33,383	£30,883
4	£31,778	£36,866	£35,264	£32,999
5	£34,100	£39,492	£38,052	£35,307
6 (maximum)	£36,961	£42,624	£41,136	£38,174
Upper Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£38,690	£46,971	£42,559	£39,864
2	£40,124	£49,279	£44,133	£41,295
3 (maximum)	£41,604	£50,935	£45,766	£42,780
Unqualified Pay Spine				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£18,169	£22,849	£21,582	£19,363
2	£20,282	£24,962	£23,696	£21,473
3	£22,394	£27,075	£25,809	£23,587
4	£24,507	£29,187	£27,926	£25,699
5	£26,622	£31,298	£30,037	£27,812
6 (maximum)	£28,735	£33,410	£32,151	£29,924

Lead Practitioner Pay Spine Values 2020/21				
Scale Point	E&W	Inner London	Outer London	Fringe
1 (minimum)	£42,402	£50,415	£45,766	£43,570
2	£43,465	£51,480	£46,830	£44,634
3	£44,550	£52,570	£47,911	£45,719
4	£45,658	£53,677	£49,026	£46,833
5	£46,796	£54,821	£50,164	£47,971
6	£47,969	£55,989	£51,333	£49,143
7	£49,261	£57,285	£52,628	£50,436
8	£50,397	£58,418	£53,763	£51,567
9	£51,656	£59,673	£55,019	£52,828
10	£52,983	£60,999	£56,349	£54,153
11	£54,357	£62,372	£57,718	£55,527
12	£55,610	£63,630	£58,978	£56,785
13	£57,000	£65,019	£60,370	£58,175
14	£58,421	£66,439	£61,782	£59,593
15	£59,875	£67,888	£63,236	£61,042
16	£61,467	£69,486	£64,832	£62,640
17	£62,878	£70,899	£66,245	£64,059
18 (maximum)	£64,461	£72,480	£67,828	£65,631

Leadership Pay Spine Values 2020/21				
Scale Point	E & W	Inner London	Outer London	Fringe
1 (minimum)	£42,195	£50,167	£45,542	£43,356
2	£43,251	£51,229	£46,601	£44,415
3	£44,331	£52,313	£47,676	£45,495
4	£45,434	£53,414	£48,785	£46,604
5	£46,566	£54,552	£49,919	£47,737
6	£47,735	£55,715	£51,082	£48,901
7	£49,019	£57,003	£52,371	£50,190
8	£50,151	£58,132	£53,499	£51,314
9	£51,402	£59,380	£54,750	£52,568
10	£52,723	£60,701	£56,072	£53,888
11	£54,091	£62,066	£57,436	£55,254
12	£55,338	£63,319	£58,688	£56,506
13	£56,721	£64,700	£60,073	£57,890
14	£58,135	£66,114	£61,479	£59,302
15	£59,581	£67,556	£62,926	£60,744
16	£61,166	£69,146	£64,514	£62,333
17	£62,570	£70,552	£65,921	£63,746
18	£64,143	£72,125	£67,496	£65,310
19	£65,735	£73,715	£69,087	£66,900
20	£67,364	£75,345	£70,713	£68,536
21	£69,031	£77,011	£72,383	£70,204
22	£70,745	£78,725	£74,090	£71,914
23	£72,497	£80,472	£75,842	£73,661
24	£74,295	£82,277	£77,643	£75,466
25	£76,141	£84,119	£79,489	£77,307
26	£78,025	£86,001	£81,372	£79,195
27	£79,958	£87,933	£83,305	£81,124
28	£81,942	£89,919	£85,290	£83,105
29	£83,971	£91,953	£87,316	£85,139
30	£86,061	£94,039	£89,406	£87,221
31	£88,187	£96,168	£91,539	£89,357

Leadership Pay Spine Values 2020/21				
Scale Point	E & W	Inner London	Outer London	Fringe
32	£90,379	£98,355	£93,724	£91,549
33	£92,624	£100,604	£95,975	£93,795
34	£94,914	£102,894	£98,263	£96,083
35	£97,273	£105,253	£100,620	£98,443
36	£99,681	£107,658	£103,026	£100,848
37	£102,159	£110,142	£105,509	£103,327
38	£104,687	£112,664	£108,037	£105,855
39	£107,239	£115,215	£110,584	£108,402
40	£109,914	£117,898	£113,266	£111,086
41	£112,660	£120,645	£116,010	£113,828
42	£115,483	£123,461	£118,828	£116,653
43 (maximum)	£117,197	£125,098	£120,513	£118,356