



# STEP Academy Trust

## Staff Pay Policy

**Date of Policy:** Autumn 2018

**Review:** Summer 2019

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## **INTRODUCTION**

This Policy has been adopted by STEP Academy Trust Board of Trustees and applies to all teachers and support staff employed to work at the Academies which form part of STEP Academy Trust (hereafter referred to as 'the Trust'). It has been consulted on with staff and the recognised trade unions.

The purpose of the Policy is to set out adopted local agreements and supplement the nationally agreed salary arrangements, clarifying, in particular, how areas of discretion are to be exercised by the Trust.

The Policy will be reviewed annually by the Board of Trustees and particularly where there are recommendations in the STPCD affecting areas of discretion to be exercised by the 'relevant body'. The review of the policy will include trends of progression across specific groups of staff to assess its effect and the Trust's continued compliance with equalities legislation.

The Policy should be read in conjunction, as appropriate, with other Human Resources policies and procedures, including in particular STEP Academy Trust's Recruitment Policy and STEP Academy Trust Policy on Reorganisation and Restructuring. These are available on the Trust website [www.stepacademytrust.org](http://www.stepacademytrust.org). Reference should also be made to the related documents section below.

STEP Academy Trust will maintain a staffing structure, which shows the number and grades of jobs within the Trust. Staff, through their professional associations and trade unions, will be consulted on any proposed changes to this structure.

The Board of Trustees has delegated full powers to the STEP Operations & Audit Committee. This Committee is responsible for determining all pay matters in accordance with the Trust Pay Policy, the Trust's appointments procedure and the Trust's Performance Management Policy. The Board of Trustees, operating through this Committee, will ensure that discretionary pay elements are used in a fair, equitable and consistent manner. Appendix 1 confirms the terms of reference of the Audit Committee.

The Strategic Governing Body will make recommendations on pay for all staff in the Trust, and the STEP Audit Committee will make the recommendation for the pay of the Headteachers. The STEP Audit Committee will oversee all pay decisions.

## **Related Documents**

STEP Academy Trust's Pay Policy will be applied on a number of provisions contained within: -

- The School Teachers Pay & Conditions document;
- The NJC National Agreement on Pay and Conditions of Service ("the Green Book");
- The NJC and GLPC Job Evaluation Schemes
- STEP Academy Trust Restructuring & Reorganisation Policy;
- The Teachers' Pension & Local Government Pension Scheme
- STEP Academy Trust Capability procedure for Teachers and for support staff
- Employment Base Cost Review
- Single Status Agreement
- The Rewarding Additional Duties policy & procedure

- STEP Academy Trust appraisal policies for support staff and teachers
- The 'Burgundy book' for teachers
- Teachers Performance Management Regulation

## **PRINCIPLES AND OBJECTIVES**

This pay policy is not intended to duplicate the School Teachers' Pay and Conditions Document ("STPCD"), however, there are some sections within the Document which are discretionary. This Policy will indicate how the Trust will apply this.

The Trust recognises the need to manage pay equitably and will ensure through this policy that pay has a positive influence by undertaking to:

- support the Trust's development including current priorities and targets;
- demonstrate that all pay decisions are made consistently and fairly, in compliance with anti-discrimination legislation;
- ensure that appropriate arrangements are made for staff to appeal against any pay decision affecting them personally, and for such appeals to be heard by a panel of governors whose members have not been involved previously in the decision against which an appeal is made;
- within its budget, and recognising the different terms and conditions, to reward all staff appropriately, with similar considerations being given to teaching staff and support staff;
- to use the nationally and locally agreed pay scales, together with any discretions available to them, to best advantage in order to recruit and retain the highest quality staff at the appropriate rate of pay;
- to ensure that all staff have confidence that they are receiving fair and equal treatment;
- to inform staff of changes to their pay;
- to ensure that staff are aware of the procedures within which pay decisions are made and that any appeals arising from decisions on remuneration are addressed objectively, fairly and within agreed timescales.

All appointed teachers are paid according to the Trust's pay structures taking into account recommendations from the School Teachers' Pay and Conditions Document (STPCD) as updated from time to time. A copy of the latest version may be found from the Trust or on-line at <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions>

All pay-related decisions are made taking into account the recommendations of the STPCD and that teachers' professional associations and trade unions have been consulted on this pay policy. All pay related decisions are taken in compliance with current employment legislation including The Equality Act 2010, The Equal Pay Act 1970, The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The Employment Act 2002 (Dispute Resolution) Regulations, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

## **PART ONE - TEACHING STAFF**

### **TERMINOLOGY**

The “relevant body” for pay purposes in respect of teachers employed at the Trust is the Board of Trustees.

Unless otherwise stated the words in Part One of this Policy shall have the same meaning as the words in the STPCD.

### **PAY RANGES AND PAY SCALES**

The School Teachers Pay and Conditions Document gives a national minimum and maximum for the pay ranges for Unqualified Teachers, Main Scale Teachers, Upper Pay Range Teachers, Leading Practitioners and the Leadership Group. The Board of Trustees determine the pay scales and will review them on an annual basis. The values of the pay scales are mirrored by STEP Academy Trust are shown in Appendix 4 of this policy.

### **PAY REVIEWS**

The Strategic Governing Bodies will ensure that each teacher’s salary is reviewed annually, with effect from 1 September and all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled no later than by 31 October each year.

This will mean that recommendations about teacher’s pay should be completed by 10 October of each year in order to allow for any appeals against the recommendation to be lodged and heard.

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.

Where a pay determination leads or may lead to the start of a period of safeguarding, the SGB will give the required notification as soon as possible and no later than one month after the date of the determination.

### **BASIC PAY DETERMINATION ON APPOINTMENT**

The Board of Trustees/Strategic Governing Body will determine the pay range for a vacancy prior to advertising it. On appointment, the Headteacher will determine the starting salary within that range to be offered to the successful candidate. The starting salary will be by negotiation following consideration of previous experience.

In making such determinations, the Board of Trustees/Strategic Governing Body/Headteacher may take into account a range of factors, including:

- the nature of the post;
- the level of qualifications, skills and experience required;
- market conditions;
- the wider Trust context

There is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school although in practice this may be the norm in order to recruit able staff.

### **PAY PROGRESSION BASED ON PERFORMANCE**

The Trust recognises that the performance of a teacher is the most important factor in deciding on salary levels, but that high level performance is achieved through high quality and successful experience, and focused professional development. Therefore this policy recognises the links between experience and performance, and seeks consistently to incentivise the very best teachers, at the same time as ensuring they develop strong and well-embedded skills whilst building their craft.

In the Trust, all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the Trust's appraisal policy.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

There will be meetings throughout the appraisal process so that all teachers are aware of their progress towards meeting the criteria for pay progression. In the event that a teacher is unlikely to meet the criteria for pay progression they can expect to be alerted to this and given support to improve their performance.

NQTs receive regular feedback during their induction year, and the Trust should determine how best to use this information to inform the decision about whether they will receive an increment at the end of their first year of teaching. A guidance note 'Pay Progression: NQTs' has been produced and Trust may wish to refer to this document as a basis for making the pay assessment.

To be fair and transparent, assessments of performance will be properly rooted in evidence. In the Trust we will ensure fairness by quality assurance and moderation by the Board of Trustees.

Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Strategic Governing Body, having regard to the appraisal report and taking into account advice from the senior leadership team. The Strategic Governing Body will consider its approach in the light of the Academy's budget and ensure that appropriate funding is allocated for pay progression at all levels.

Appendix 3 details how pay will be linked to performance in the Trust.

### **MOVEMENT TO THE UPPER PAY RANGE**

Decisions made about movement to the upper pay range in one Academy will be binding on another Academy.

## **Applications and Evidence**

Any qualified teacher may apply to be paid on the upper pay range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

Applications may be made in writing to the Headteacher once a year. The deadline for receipt is 30 September for progression from the start of that academic year.

If a teacher is simultaneously employed at another Academy(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that Academy or Academies. The Academy will be bound by any pay decision made by another Academy.

All applications should include the results of reviews or appraisals, including any recommendation on pay for the 2 years immediately preceding the application for assessment. Teachers have the option of submitting additional evidence to support their application.

The fact that a teacher is paid on the upper pay range does not imply that they have to take on additional management responsibilities although they do have responsibilities for the wider work of the Trust including for example coaching and mentoring other teachers and assisting them to develop their teaching practice.

## **The Assessment**

An application from a qualified teacher will be successful where the Strategic Governing Body is satisfied that:

- the teacher is highly competent in all elements of the relevant standards:  
'highly competent' means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the Academy, in order to help them meet the relevant standards and develop their teaching practice.

and

- the teacher's achievements and contribution to Academy are substantial and sustained:  
'substantial' means of real importance, validity or value to the Academy; play a critical role in the life of the Academy; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning;

'sustained' means maintained continuously over the previous 2 academic years and demonstrated by an overall grade of Level 1 in the appraisals for the 2 years immediately preceding the application for assessment. A lesser period of time can be considered in situations such as maternity or long term sickness. If a teacher is working on a part time basis, the period of time remains 2 years and is not lengthened on a pro rata basis.

The application will be assessed by the Headteacher who will make a recommendation to the Operations Committee of the Strategic Governing Body so that they can make the final determination

## **Processes and procedures**

The assessment and determination of the Strategic Governing Body will be made by 31 October and applicants will receive a response within 10 working days of the date of the determination.

If successful, applicants will move to the upper pay range from the start of the academic year. Successful applicants will be placed on the minimum of the upper pay range.

If unsuccessful, feedback will be provided by a member of the senior leadership team within 10 workings of the date of the determination by the Strategic Governing Body and will be confirmed in writing.

Any appeals against a recommendation or a decision not to move the teacher to the upper pay range will be heard under the arrangements outlined later in this document.

## **PART-TIME TEACHERS**

Teachers employed on an ongoing basis at the Trust but who work less than a full working week are deemed to be part-time. The Board of Trustees will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the Trust's timetabled teaching week for a full-time teacher in an equivalent post.

## **SHORT NOTICE/SUPPLY TEACHERS**

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

## **PAY INCREASES ARISING FROM CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT**

All teachers are paid in accordance with the statutory provisions of the Document as updated from time to time.

Cost of living pay rises in the School Teachers Pay and Conditions Document are only made to the minimum and maximum of the pay ranges. Although schools have the option of only applying the cost of living awards to the minimum and maximum of the pay ranges the Trust has decided to apply the same percentage cost of living pay increase to all spine points in the pay ranges.

The Trust will apply the same cost of living increases to TLR and SEN allowances as are applied to the pay ranges, provided they are within the ranges stipulated in the STPCD.

## **UNQUALIFIED TEACHERS**

STEP Academy Trust will only employ unqualified teachers where they are:

- giving instruction in any art, skill, subject or group of subjects (including any form of vocational training) and have special qualifications and/or experience and where no suitable qualified teacher, graduate teacher, registered teacher or teacher on an employment-based teacher

- training scheme is available;
- overseas trained teachers;
- persons granted a license under the provisions of Part II of Schedule 2 to the Education (Teachers) Regulations 1993;
- student teachers, teacher trainees who have yet to pass the skills test and those undertaking employment based teacher training leading to QTS; or
- assistant teachers at a nursery school or teachers of a nursery class, who were employed as teachers under the Education (Teachers) Regulations 1982 before 1 September 1989.

Those beginning work as unqualified teachers will be placed on the minimum of the new pay range, unless the Strategic Governing Body determines that they have other relevant experience, in which case the salary will be reviewed in light of that experience.

It may be determined that an additional allowance is payable where it is considered that the unqualified teacher has:

- a sustained additional responsibility that is focused on teaching and learning and requires the exercise of a teacher's professional skills and judgement; or
- qualifications or experience which bring added value to the role s/he is undertaking.

Unqualified teachers will not hold TLRs, SEN allowances or Recruitment and Retention incentives and benefits.

### **An unqualified teacher who becomes qualified**

Upon obtaining qualified teacher status an unqualified teacher will be transferred to a salary within the Main Pay Range for Teachers.

Where the teacher continues to be employed by the same Academy within which they were employed before they obtained qualified teacher status the teacher will be paid a salary which is the same as, or higher than, the sum of the salary and any other allowance they were receiving (including any safeguarded sum), as the Strategic Governing Body considers to be appropriate.

A teacher who obtains qualified teacher status retrospectively under the regulations will be paid a lump sum by the relevant body responsible for the payment of remuneration at the time when qualified teacher status was effectively obtained.

The aforementioned lump sum will be the difference (if any) between the remuneration the teacher was actually paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a qualified teacher, from the date qualified teacher status was effectively obtained to the date when the lump sum is paid.



## The Leadership group

### **Headteachers' Salary**

For the purposes of determining the group of the Academy by which the ISR for the Headteacher is identified, the Trust will re-calculate the appropriate unit total of the school annually. The Trust will assign the Academy to the appropriate group on such occasions as it sees fit or at least every three years since the occasion when the Academy was last assigned to a Headteacher Group (HTG).

If, having re-calculated the unit total of the Academy at a higher group in accordance with the STPCD, the Trust sees fit to change the group of the Academy, the Trust will identify a new ISR which will ensure that the minimum of the ISR is not below the minimum of the salary range for the Headteacher Group.

The Trust, in accordance with the STPCD will consider a new ISR, on which the Headteacher's salary will be paid, according to the size and circumstances of the Academy, when a new Headteacher is appointed, when the HTG is changed as above, or when a Deputy or Assistant Headteacher range is set which equals or exceeds the minimum of the current ISR.

The Board of Trustees shall determine the salary point on the ISR to be paid. A newly appointed Headteacher may not be appointed at a point higher than the third point on the ISR. The selection panel shall have regard to advice available from persons engaged by the Trust.

Where it considers it has substantial difficulties in retaining the services of the current Headteacher, the Trust may change the ISR in accordance with the STPCD in order to retain his/her services.

The salary ranges for a Deputy or Assistant Headteacher shall be determined with reference to the Academy's ISR and the highest paid classroom teacher in accordance with STPCD.

Where it considers it has substantial difficulties in retaining the services of a current Deputy or Assistant Headteacher the Trust may consider changing the salary range in accordance with the STPCD in order to retain his/her services.

The STPCD states if the Headteacher and Trust agree to take on significant additional responsibility, for which the Headteacher is directly accountable to the Local Authority or the Children's Trust, the relevant body has the discretion to take this into account when setting the Headteacher's ISR. Any salary uplift should be proportionate to the level of responsibility and accountability being undertaken. In all cases, consideration needs to be given to the remuneration of other teachers who as a result of the Headteacher's role are taking on additional responsibilities. This will be based on any additional responsibilities attached to the post (not the teacher), which should be recorded. An increase in remuneration should only be agreed where the post accrues extra responsibilities as a result of the Headteacher's enlarged role, it is not automatic.

### **The leadership ranges are:**

If the Academy group size is: Group **3** School range is **L11 – L24**

If the Academy group size is: Group **2** School range is **L8 – L21**

The School Teachers Terms and Conditions Document included provision for the Trust to the Headteachers' pay to be reviewed in the following circumstances

- the Academy is an Academy causing concern;
- without such additional payment the relevant body considers that the Academy would have substantial difficulty filling the vacant Headteacher post;
- without such additional payment the relevant body considers the Academy would have substantial difficulty retaining the existing Headteacher; or
- the Headteacher is appointed as a temporary Headteacher of one or more additional Academies.

The School Teachers Terms and Conditions Document included provision for the ISR to remain within the Academy group and any payment above this is dealt with as discretionary payments. The **total** discretionary payment cannot be greater than 25% above the current point on the Leadership Group Pay spine on which the head is paid, ie the Headteacher's ISR point. The total payment would include any other discretionary payments such as:

- Additional payments for additional responsibilities and activities due to, or in respect of, the provision of services by the Headteacher relating to the raising of educational standards to one or more additional Academies ( eg National Education Leader);
- recruitment incentives and benefits (limited to three years);
- retention incentives and benefits (limited to three years but renewable in exceptional circumstances).

There is provision for the Trust to exceed the 25% limit in wholly exceptional circumstances. If the Trust intend to do this the STEP Audit Committee will make a business case to the Board of Trustees and the Board of Trustees will seek external independent advice from "an appropriate person or body who can consider the provisions of the STPCD and whether they have been properly applied to the head teacher's pay". There will be a clear audit trail for any such advice and a full and accurate record of all decisions and the reasoning behind them.

The reasoning that the determination of the ISR is above that of the school group range is **without such additional payment the relevant body considers that the school would have substantial difficulty filling the vacant Headteacher post.**

The total sum of this payment which includes any payments under the paragraph relating to Headteachers undertaking Ofsted Inspections will not exceed 25 per cent of the amount in any school year that corresponds to that Headteacher's point on the leadership group pay spine.

**Deputy Headteacher range (Group 3): L 11 – L 15**

**Deputy Headteacher range (Group 2): L7 – L11**

**Assistant Headteacher range: L3 – L7**

Any appointments outside of these ranges will require the approval of the Board of Trustees.

STEP Academy Trust will, as appropriate, advertise for Central Team Teaching and Learning roles. Typically, these roles will be part of an fte with the balance of the role (up to 1 fte) linked to a defined role within an academy. To ensure transparency though, there will be two types of role:

## 1. Teaching and Learning Associates

These roles will be advertised internally and will be for teaching staff to lead, Trust-wide, a particular educational theme. The role will attract a TLR3, but there will be no uplift in main salary. The roles will be reviewed annually.

## 2. Teaching and Learning Leaders

These roles will be advertised internally and, where appropriate, externally. They will be for fixed roles and as such will be appointed on the range of L13 to L19 Outer London. The Outer London banding is used as the Head Office of the Trust is currently Croydon. Where the role is less than full-time, any balance of fte will be covered by a defined role in an academy. The rate of pay within an academy will equal at least the rate of pay of the Teaching and Learning role. The location of the academy will not be used to determine pay as any deployment will be classified as a central team deployment.

In terms of performance management, where an employee undertakes a Teaching and Learning role for 50% or more of employment, performance management will be overseen by the Director of Teaching and Learning with input from the appropriate Headteacher. Where an employee undertakes a Teaching and Learning role for less than 50% of their employment, performance will be overseen by the appropriate Headteacher with input from the Director of Teaching and Learning. The same principles apply for absence management and/or special leave requests and so forth.

### **Annual Review of Headteachers' salary**

At the beginning of each academic year, or any such time as the Trust, in consultation with the Headteacher, will agree with the Headteacher, or, in the absence of agreement, set performance objectives together with performance indicators/measures appropriate to each objective. The performance objectives will reflect priorities identified in any relevant plans including the Academy's development plan and any statement of action following an Ofsted Inspection. The performance planning and reviews must be completed for Headteachers by 31 December.

The Trust will appoint a suitably skilled and/or experienced external adviser to support them in carrying out the annual performance review of the Headteacher. The performance review will be conducted in accordance with the Trust's Appraisal policy.

At the beginning of each academic year, (or, where determined differently as referred to above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Audit Committee will make recommendations to the Trust about the salary of the Headteacher. The recommendation shall reflect the Pay Committee's views based on the outcomes of the annual performance during the year. Any recommendation for movement up the ISR, on which the Headteacher is currently paid, may be by up to two points in any one annual review.

The recommendation for the Headteacher will be made in a written statement to the Trust, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1<sup>st</sup> September of the relevant year. This will either be at the current point on the ISR or up to two points higher. The Trust will make its decision known to the Headteacher in writing on the salary assessment form normally in the September from which the salary will be paid.

If the Headteacher wishes to appeal against the proposal of the Trust regarding his/her pay, then s/he shall follow the appeals procedure.

## **Acting Allowances for an Acting Headteacher, Acting Deputy Headteacher or acting Assistant Headteacher**

If, during any absence of the Headteacher, Deputy or Assistant Headteacher an acting appointment is made and maintained for a period exceeding four weeks then the Strategic Governing Body will determine whether or not the teacher shall be paid an acting allowance calculated in accordance with STPCD. If no allowance is paid the reasons shall be clearly communicated to the Deputy or Assistant Headteacher affected. The Strategic Governing Body may reconsider the position at any time.

In the prolonged absence of the Headteacher, a Deputy Headteacher or an Assistant Headteacher the Strategic Governing Body may appoint a teacher to act up during the absence of the post holder. From the date that the Strategic Governing Body considers it necessary to make an acting appointment an allowance equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate on the ISR for the Headteacher or the range of salaries for the deputy or assistant Headteacher. The STPCD for a Headteacher, Deputy or Assistant Headteacher will also apply to any person in receipt of such an acting allowance.

### **Provision Of Services To Other Schools**

Where the Headteacher is providing a service to another school, for example as a Consultant Leader (SIP) or National Leader of Education (NLE), as the person providing that service they are not ultimately accountable for the outcomes in the school, but for the quality of the service being provided. The Strategic Governing Body will determine how much, if any, additional payment is due to the Headteacher concerned in line with the provisions of the STP and Document and this pay policy for example where the contract requires work outside school sessions.

Consideration will be given to the remuneration of other teachers who as a result of the Headteacher's additional role are taking on additional responsibilities and activities. This will be based on any additional responsibilities attached to the post (not the teacher), which will be recorded. Any increase in remuneration should only be agreed where the post accrues extra responsibilities as a result of the Headteacher's enlarged role, it is not automatic, and should be in line with the provisions of the STP and Document and this pay policy.

Where the arrangement for the Headteacher is temporary, any adjustment to pay of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease. The Strategic Governing Body will consider the appropriate use of acting allowances and other temporary payments. Where there is a Deputy Headteacher in the Academy, it may be more appropriate to temporarily increase his or her pay range to take account of the increased responsibilities in the absence of the Headteacher. Additionally, a teacher may be temporarily appointed, in the absence of the substantive post holder, to a post in the staffing structure which attracts a TLR payment; and where none of those are appropriate, the Strategic Governing Body can make such payments as they see fit. The following should be completed in the event of the Headteacher taking on additional services to other schools.

## If the Head Teacher is providing the following service: OFSTED Inspector

During the period that the Headteacher is undertaking OFSTED inspections the remuneration of the following posts will be adjusted:

Post	Remuneration adjustment
<b>Deputy Headteacher (to act up as Headteacher)</b>	<b>£100 per day</b>

## Newly appointed Deputy and Assistant Headteachers

The Pay Committee, following consideration of the relevant criteria set out in the STPCD, will recommend to the Strategic Governing Body the range it proposes for a newly appointed Deputy Headteacher or Assistant Headteachers' salary.

At the time of appointing a new Deputy Headteacher or Assistant Headteacher the selection panel of the Strategic Governing Body set up to make the new appointment shall determine the maximum salary point on the individual range to be paid. The point on the individual range shall not exceed the third point on the range. The selection panel shall have regard to advice available from persons engaged by the Strategic Governing Body.

Awards for performance to a teacher paid on the leadership group pay spine (ie Deputy and Assistant Headteachers)

The performance criteria for salary progression on the leadership group pay spine will be detailed in the teacher's planning statement and the recommendation of the award of up to two increments will be made by the Reviewer subject to the maximum of the individual range.

## **TEACHING AND LEARNING RESPONSIBILITY PAYMENTS (TLRs)**

TLRs will be awarded to classroom teachers undertaking a sustained responsibility in accordance with the conditions laid down in the STPCD. Such TLRs will be assigned to specific posts within the Academy's staffing structure.

In awarding a TLR 2 payment, the Academy is satisfied that the teacher's duties include a significant responsibility for which s/he is accountable, not required of all classroom teachers, and that-

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

In awarding a TLR 1 payment, the Academy is satisfied that in addition to the criteria detailed above the teacher will also carry line management responsibility for a significant number of people.

The relevant body will award a fixed-term third TLR (TLR3) for clearly time-limited Academy improvement projects, or one-off externally driven responsibilities. The annual value of a TLR3 will

be within the range given in the STPCD. The duration of the fixed term must be established at the outset and payment will be made on a monthly basis for the duration of the fixed term.

### **SPECIAL EDUCATIONAL NEEDS ALLOWANCES (FOR CLASSROOM TEACHERS)**

An SEN allowance will be paid to eligible classroom teachers under the provisions of the STPCD. The STPCD sets maximum and minimum values for such payments.

Where an SEN allowance is paid the spot value will be determined by taking account of the Academy's SEN provision and:

- whether any mandatory qualifications are required for the post;
- the qualifications or expertise of the teacher relevant to the post; and
- the relative demands of the post.

### **RECRUITMENT AND RETENTION INCENTIVES AND BENEFITS**

The payment of recruitment and retention incentives and benefits may be considered in respect of individual posts for which specific recruitment/retention difficulties have been identified. Any use of such payments will be applied on a non-discriminatory basis and on the basis of clearly defined criteria determined by the Board of Trustees from time to time. Please refer to current criteria in Appendix 2 to this policy.

Where it is determined to pay such an incentive/benefit, the amount will be determined to meet the circumstances of the case. The level of payment and any required qualifying period of service will be set out in writing to the teacher concerned.

Where the Board of Trustees makes one or more such payments, or provides such financial assistance, support or benefits in one or more cases, the Board of Trustees will conduct a regular formal review of all such awards. The expected duration of any such incentives and benefits will be made clear at the outset, including the review date after which they may be withdrawn.

### **OUT OF SCHOOL HOURS LEARNING ACTIVITIES ("OOSHLA")**

The Trust acknowledge that some teachers supervise out of school activities i.e. sports club, drama and music productions, revision classes and other events purely on a voluntary basis. The Trust is extremely grateful to teachers who support pupils in this way. The Trust acknowledges that these activities are entirely voluntary and that teachers should not feel under any obligation (moral or contractual) to provide these services. The Trust also acknowledge that many other teachers support pupils in other ways.

There may be times where the governors feel that it is in the best interest of the Trust to provide certain out of school learning activities on a more formal basis. In these cases, the Trust may offer a payment to a teacher who undertakes such activities. No teacher will be compelled to offer such an activity but, where they do, the governors will expect a more formal commitment from the teacher and that the head teacher may direct the place, timing, frequency of the activity as well as which pupils take part and the content. In these circumstances the Trust will offer a payment to the teacher equating to the annual outer London salary at the top of the main scale divided by 975. This amount includes an element for preparation/marking etc.

## **ADDITIONAL PAYMENTS – TEACHERS**

The Strategic Governing Body may make such payments as they see fit to a teacher, including a Headteacher, in respect of-

- continuing professional development undertaken outside the Academy day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the Academy;
- participation in out-of-school hours learning activity agreed between the teacher and the head teacher or, in the case of the head teacher, between the head teacher and the relevant body;
- additional responsibilities and activities due to, or in respect of, the provision of services by the head teacher relating to the raising of educational standards to one or more additional Academies, unless appointed to more than one Academy on a permanent basis.

## **SALARY SAFEGUARDING - TEACHERS**

Salary safeguarding will be paid to eligible teachers and in line with the provisions of the STPCD.

## **REVIEW OF PAY DECISIONS AND APPEAL ARRANGEMENTS – TEACHERS**

### **Review**

Where a teacher is not satisfied with a pay recommendation, they should seek to resolve this informally with the appropriate manager within 10 working days of receiving the decision.

Where this is not possible, the teacher may request a formal review of pay. This should be made in writing to the Headteacher.

A formal hearing will be arranged and the panel will normally consist of the Headteacher and another senior leader in the Academy who has not been involved in the pay decision. Where this is not possible, it may be necessary for a governor to sit on the panel.

The outcome of the meeting will be conveyed to the teacher in writing within 7 working days. There is a right to appeal against this decision.

### **Grounds for Appeal**

An appeal against a pay decision can be lodged within 10 working days of the date when the teacher receives written confirmation of their pay decision or of the date when the teacher receives the outcome of the pay review. It must clearly state the grounds for the appeal.

The only grounds which will be accepted as the basis of an appeal are that the person by whom the decision was made are claimed to have: -

- Incorrectly applied any provision in the School Teachers' Pay & Conditions Document
- Failed to have proper regard to statutory guidance
- Failed to take proper account of relevant evidence
- Taken account of irrelevant or inaccurate evidence
- Been biased and/or unlawfully discriminated against the teacher

The appeal will be heard by a committee of the Board of Trustees and their decision will be final.

The outcome of the appeal will be conveyed to the teacher in writing within 7 working days of the hearing.

### **Right to be accompanied**

The teacher has the right to be accompanied by a work based colleague or trade union representative at the pay review hearing and the appeal hearing. If the employee's representative is not available at the time fixed for the meeting, it must be rescheduled to accommodate the availability of the companion, so long as a reasonable alternative date is proposed which is within 5 working data of the originally proposed date.

This process performs the function of the grievance procedure on pay matters and decisions cannot therefore be reopened under general grievance procedures.

## **PART TWO – SUPPORT STAFF**

### **STAFFING STRUCTURE**

Each Academy has agreed a staffing structure for support staff working at the Academy. The structure ensures that there is appropriate line management of all staff.

The work to be undertaken by each postholder and the outcomes to be achieved will be set out in a role profile, along with a person specification setting out the criteria for each post.

The appointment of support staff is the responsibility of each Academy unless the Strategic Governing Body and the Board of Trustees have agreed that such appointments will be made by the Board of Trustees.

The arrangements for filling vacancies will be as set out in STEP Academy Trust's policy on Recruitment and Selection.

### **GRADING OF POSTS**

STEP Academy Trust will determine the grading of posts using either the National Joint Council (NJC) Job Evaluation Scheme or Greater London Provincial Council (GLPC) Job Evaluation Scheme depending on the location of the Academy.

### **STARTING SALARY POINT**

The actual pay point within the salary range for each newly appointed employee will be at the minimum scale point of the grade unless:

1. The person appointed is an existing employee of STEP Academy Trust and the employee is being redeployed (please refer to the Academy redeployment policy and salary protection).
2. The person appointed is not currently paid on a salary range assessed in accordance with the salary policy of the Trust, in which case a starting salary point above the minimum of the range may be agreed by the Headteacher in exceptional circumstances, taking into account the



difficulty in recruiting to the post and the newly appointed employee's:

- (a) current actual pay;
- (b) recent relevant experience and qualifications.

### **INCREMENTAL PROGRESSION AND ACCELERATION**

Unless staff are appointed on the top spinal point of their grade, staff are entitled to incremental progression to the top of their grade, subject to satisfactory annual assessment under the Trust's adopted appraisal scheme. Annual increments, where applicable, are payable on 1st April each year. The appraisal cycle runs from September to August each year with the increment awarded back dated to 1<sup>st</sup> April.

### **RECRUITMENT AND RETENTION INCENTIVES AND BENEFITS**

The payment of recruitment and retention incentives and benefits may be considered in respect of individual posts for which specific recruitment/retention difficulties have been identified. Any use of such payments will be applied on a non-discriminatory basis and on the basis of clearly defined criteria determined by the Board of Trustees from time to time. Please refer to current criteria in Appendix 3 to this policy.

Where it is determined to pay such an incentive/benefit, the amount will be determined to meet the circumstances of the case. The level of payment and any required qualifying period of service will be set out in writing to the member of staff concerned.

Where the Board of Trustees makes one or more such payments, or provides such financial assistance, support or benefits in one or more cases, the Board of Trustees will conduct a regular formal review of all such awards. The expected duration of any such incentives and benefits will be made clear at the outset, including the review date after which they may be withdrawn.

### **AUTHORISING AND PAYING FOR WORKING ADDITIONAL HOURS**

The total number of hours of work for all support staff will be determined at the time of appointment. Where staff work additional hours, with the prior agreement of the Headteacher, additional payment or time off in lieu will be arranged.

There are no overtime payments for staff at or above grade 12, unless the overtime hours worked are for duties outside the scope of their substantive role. Where such overtime is worked, it will be paid at plain time. Staff at this level will retain normal working hours of 36, but will be expected to work all reasonable hours required to discharge the duties of their post.

The table below shows the qualifying time for night working is 8pm to 6am. Shift patterns worked within Monday to Saturday 6am to 8pm do not attract additional payments.

Monday to Saturday 6am - 8pm	No enhancement
Monday to Saturday 8pm - 6am	Enhancement of 20%
Midnight Saturday to midnight Sunday	Enhancement of 50%
Midnight Sunday to 6am Monday	Enhancement of 20%
Bank Holidays (midnight – midnight)	Enhancement of 100%

For staff at grade 12 or above, payment will be paid at plain time.

## **REWARDING ADDITIONAL DUTIES (FORMERLY KNOWN AS HONORARIA)**

STEP Academy Trust recognises that there may be a need for support staff to take on additional duties where a vacancy exists, during periods of absence, leave or reorganisation or because project work beyond normal requirements has to be undertaken. The Trust will decide how to deal with the additional duties and will bear in mind the Trust's Equal Opportunities Policy when doing so. Staff will be rewarded for additional duties as a short-term measure where the duration is for a minimum of 4 weeks up to a maximum of 6 months. Rewarding additional duties is a temporary arrangement and is not a permanent promotion. The Board of Trustees has adopted the Trust's Rewarding Additional Duties policy and procedure. Where the Trust requires a member of staff to undertake additional duties, this will be in line with the above policy.

## **RETIREMENT**

The provisions of the Local Government Pension Scheme ("LGPS") apply in relation to "normal" and "early retirement" as supplemented by the "discretionary" pension provisions.

The Trust has adopted the Local Authorities policy on early retirements. In considering all cases for early retirement the Trust will seek early advice from HR.

## **APPEAL ARRANGEMENTS – SUPPORT STAFF**

Staff can appeal against a pay decision if it is for one of the following reasons: Appeal against

withholding of an increment

Staff may appeal the performance rating if it results in their annual increment being withheld. Advice from HR will be sought if the jobholder disagrees with the overall rating given for their PDCS or if their performance rating results in their annual increment being withheld.

Further details are located in the schools PDCS policy a copy can be located in the school or from <http://www.stepacademytrust.org/>

Appeal against Job Evaluation grading

Advice from HR will be sought if the appeal relates to the grading of the post, as determined under the Job Evaluation Scheme.

## **Appendix 1**

### **Terms of Reference for the Audit Committee Membership**

Membership shall consist of at least three Trustees. The Headteacher will attend in an advisory capacity and will withdraw when his / her salary is under discussion.

### **Clerking**

The STEP Board Clerk will clerk this committee. In the event this is not possible, an alternative STEP clerk will be requested.

### **Quorum**

Three

### **Frequency and conduct of meetings**

- The Board of Trustees will appoint the Chair of the Committee at the beginning of the academic year.
- The Committee will meet when pay decisions have to be made and in line with the timeframe in the pay policy
- The agenda and all associated papers must be prepared and distributed at least seven days before the meeting.
- The draft minutes must be typed, approved by the committee chair and distributed to pay committee trustees within 14 days of the meeting, and at least 7 days before the full Board of Trustees meeting.

### **Responsibilities**

- To implement the Pay Policy in a fair and objective manner and to consider any individual representations that may be made in respect of pay decisions.
- To oversee the annual pay review for each member of staff, including the leadership group, based on the criteria set out in the Pay Policy.
- On the basis of recommendations from the Headteacher, make the determination about all applications to the upper pay range.
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales.
- To minute clearly the reasons for all decisions and report these decisions to the next meeting of the Board of Trustees.
- To recommend to the Board of Trustees the annual budget required for pay purposes, including provision for discretionary pay advancement arising from performance reviews.
- To keep informed of relevant developments including legislation and statutory guidance affecting the Pay Policy and to review and to recommend changes or modification to the Board of Trustees, as appropriate and at least annually.
- To establish a moderation panel for staff appraisal.
- To quality assure and moderate the processes for pay progression.

- To review annually trends in pay progression, including an analysis of progression across specific groups of staff.
- If appropriate, to work with the Trust's link advisor.
- Decisions about starting salary for members of staff (except the headteacher) will be delegated to the headteacher
- In the case of a new headteacher appointment, the Board of Trustees will determine the salary range, however the determination of the starting salary will be made by the Executive Management Team

## Appendix 2

### Criteria for Recruitment & Retention Incentive & Benefits

#### Philosophy

We believe in the importance of having a Trust, which is a safe, secure and attractive place to work and where the staff feel valued, empowered and supported.

We believe that retaining, developing and motivating the Trust's workforce is a key to providing the best education for our pupils.

We believe in a consistent and equitable approach to the appointment of all staff.

The purpose of the allowance is for recruitment and retention, not for carrying out specific responsibilities or to supplement pay in other ways

#### Allowances

The Board of Trustees will pay recruitment awards to for a maximum of three years

The Board of Trustees will make clear at the outset the expected duration of the allowance and the review date after which it may be withdrawn.

Benefits will be limited to 25% of determined salary (in line with Headteachers), and for them to be in bands of 2.5%.

All benefits will need the approval of the Executive Management Team.

A review of rates will be necessary if the Board of Trustees intends to increase the level of these awards in line with general increases to salaries, or in other circumstances which the Board of Trustees may determine.

The above will be kept under review and subject to change.

## Appendix 3

### Teacher Pay Progression based on Performance

#### Basis for judging performance

In STEP Academy Trust, judgements of performance will be made against:

- Objectives
- Teacher Standards
- Classroom observations
- Pupil Progress (which will include an element of work scrutiny)

The rate of progression will be differentiated according to an individual teacher's performance. Teachers on the main pay range with an overall assessment of Level 1 will receive two increments and teachers on the main pay range with an overall assessment of Level 2 will receive one increment. Teachers on the upper pay range will receive one increment if the overall assessment in the preceding two years is Level 1.

For exceptional overall performance the Headteacher may consider awarding more than two increments.

The decision about whether a teacher progresses will be based solely on whether the stated criterion are met; there will be no 'quota' imposed for financial or other reasons.

Objectives will be graded on the basis of exceeded, met, partially met and not met.

When assessing objectives, the reviewer will use their professional judgement taking account of circumstances and the aspirational nature of the objectives.

Teacher Standards will be graded on the basis of exceeded, met, partially met and not met. All eight teacher standards will be individually graded and score allocated to the grades with 3 points for exceeded, 2 points for met, 1 point for partially met and 0 points for not met. A total score for the teacher standards will be reached, with the maximum score being 24.

Classroom observation will be assessed on the basis of Ofsted criteria – inadequate, requires improvement, good and outstanding

Pupil Progress will be assessed on the basis of whether pupil progress has been in line with national standards.

## Overall assessment

An overall assessment of performance will be made. All the criteria listed in each category must be met in order to achieve the overall grade.

Level 1	$\frac{2}{3}$ of objectives exceeded A score of 20-24 on teacher standards At least $\frac{2}{3}$ of lesson observations are outstanding Pupil progress is in line with or exceeds national standards
Level 2	All objectives are met A score of 16-24 on teacher standards At least $\frac{2}{3}$ lesson observations are good Pupil progress is at least in line with national standards
Level 3	At least one objective met and the others partially met A score of 8-24 on teacher standards No inadequate lesson observations Pupil progress in line with national standards
Level 4	Where the teacher has not met the criteria for any other overall assessment

## Unqualified Teachers

The same principles will apply to unqualified teachers, with the following alterations:

Pupil Progress will only be taken into account in cases where the unqualified teacher has this responsibility

Different overall scores on Teacher Standards will apply as follows: Level 1: 16-24

Level 2: 12-24

Level 3: 8-24

Level 4: Less than 8

## Newly Qualified Teachers

NQTs should receive incremental progression in line with the principles stated in this appendix. NQTs receive regular feedback during their induction year, and schools should determine how best to use this information. A guidance note 'Pay Progression: NQTs' has been produced and schools may wish to refer to this document as a basis for making the pay assessment.

## Appendix 4 – STEP Teachers Pay Scales

### Inner London Pay scales

Point	01/09/2017
UQ1	£ 21,115
UQ2	£ 23,067
UQ3	£ 25,021
UQ4	£ 26,972
UQ5	£ 28,924
UQ6	£ 30,875
M1	£ 28,943
M2	£ 30,155
M3	£ 31,725
M4	£ 33,379
M5	£ 35,947
M6	£ 39,006
UPR1	£ 44,047
UPR2	£ 46,211
UPR3	£ 47,765

### Outer London Pay Scales

Point	01/09/2017
UQ1	£ 19,943
UQ2	£ 21,898
UQ3	£ 23,850
UQ4	£ 25,806
UQ5	£ 27,759
UQ6	£ 29,712
M1	£ 26,925
M2	£ 28,313
M3	£ 30,067
M4	£ 31,928
M5	£ 34,636
M6	£ 37,645
UPR1	£ 39,909
UPR2	£ 41,387
UPR3	£ 42,918

Point	01/09/2017
L01	£ 47,277
L02	£ 48,277
L03	£ 49,299
L04	£ 50,337
L05	£ 51,407
L06	£ 52,505
L07	£ 53,720
L08	£ 54,783
L09	£ 55,959
L10	£ 57,204
L11	£ 58,490
L12	£ 59,670
L13	£ 60,974
L14	£ 62,306
L15	£ 63,665
L16	£ 65,163
L17	£ 66,488
L18	£ 67,970
L19	£ 69,468
L20	£ 71,005
L21	£ 72,576

Point	01/09/2017
L01	£ 42,918
L02	£ 43,915
L03	£ 44,930
L04	£ 45,975
L05	£ 47,042
L06	£ 48,138
L07	£ 49,353
L08	£ 50,417
L09	£ 51,596
L10	£ 52,843
L11	£ 54,126
L12	£ 55,308
L13	£ 56,612
L14	£ 57,937
L15	£ 59,301
L16	£ 60,796
L17	£ 62,121
L18	£ 63,608
L19	£ 65,107
L20	£ 66,641
L21	£ 68,212



L22	£	74,191
L23	£	75,837
L24	£	77,537
L25	£	79,274
L26	£	81,048
L27	£	82,868
L28	£	84,740
L29	£	86,656
L30	£	88,622
L31	£	90,629
L32	£	92,692
L33	£	94,809
L34	£	96,968
L35	£	99,192
L36	£	101,458
L37	£	103,800
L38	£	106,175
L39	£	108,580
L40	£	111,109
L41	£	113,698
L42	£	116,350
L43	£	117,905

L22	£	69,822
L23	£	71,475
L24	£	73,169
L25	£	74,911
L26	£	76,685
L27	£	78,506
L28	£	80,377
L29	£	82,288
L30	£	84,257
L31	£	86,266
L32	£	88,327
L33	£	90,449
L34	£	92,605
L35	£	94,826
L36	£	97,091
L37	£	99,432
L38	£	101,814
L39	£	104,216
L40	£	106,743
L41	£	109,329
L42	£	111,983
L43	£	113,585

## Appendix 4 – STEP Teachers Pay Scales National

### Pay Scales

#### National Main pay range for Classroom Teachers

Scale Point	Sep-17
1	£ 23,145
2	£ 24,729
3	£ 26,718
4	£ 28,773
5	£ 31,041
6	£ 33,826

#### National Upper Pay Scale for Classroom Teachers

Scale Point	Sep-17
1	£ 36,285
2	£ 37,630
3	£ 39,019

#### National Pay Scale for Unqualified Teachers

Scale Point	Sep-17
1	£ 16,792
2	£ 18,743
3	£ 20,697
4	£ 22,650
5	£ 24,603
6	£ 26,557

#### Extended teacher pay ranges (as used at Hawkes Farm)

#### Extended main pay range for Classroom Teachers

Scale Point	Sep-17
1	£ 23,145
2	£ 23,823
3	£ 24,729
4	£ 25,722
5	£ 26,718
6	£ 27,745
7	£ 28,773
8	£ 29,906
9	£ 31,041
10	£ 32,266
11	£ 33,826

### Extended Upper Pay Scale for Classroom Teachers

Scale Point	Sep-17
1	£ 36,285
2	£ 36,957
3	£ 37,630
4	£ 38,323
5	£ 39,019

### Extended Pay range for Unqualified Teachers

Scale Point	Sep-17
1	£ 16,792
2	£ 17,673
3	£ 18,743
4	£ 19,721
5	£ 20,697
6	£ 21,672
7	£ 22,650
8	£ 23,626
9	£ 24,603
10	£ 25,579
11	£ 26,557

### National Leadership Pay Range

Scale Point	Sep-17
L1	£ 39,768
L2	£ 40,763
L3	£ 41,781
L4	£ 42,821
L5	£ 43,888
L6	£ 44,988
L7	£ 46,200
L8	£ 47,266
L9	£ 48,446
L10	£ 49,689
L11	£ 50,980
L12	£ 52,154
L13	£ 53,458
L14	£ 54,791
L15	£ 56,154
L16	£ 57,646
L17	£ 58,971
L18	£ 60,455
L19	£ 61,953
L20	£ 63,490
L21	£ 65,060
L22	£ 66,676
L23	£ 68,328

L24	£ 70,022
L25	£ 71,763
L26	£ 73,538
L27	£ 75,360
L28	£ 77,229
L29	£ 79,142
L30	£ 81,111
L31	£ 83,115
L32	£ 85,181
L33	£ 87,298
L34	£ 89,456
L35	£ 91,680
L36	£ 93,950
L37	£ 96,286
L38	£ 98,668
L39	£ 101,073
L40	£ 103,595
L41	£ 106,183
L42	£ 108,843
L43	£ 110,459