

The Skills for Life Trust

Pay Policy 2018

This policy has been reviewed and ratified by Directors

Signed by Directors:

Date Policy was renewed: September 2018.....

Date of next renewal: September 2019.....

Contents

| | |
|--|-----------|
| PART 1 – FRAMEWORK FOR DETERMINING PAY AND REWARD | 2 |
| 1 Policy Statement | 2 |
| 2 Aims of the Policy | 3 |
| 3 Scope | 3 |
| 4 Determining Pay and Reward..... | 3 |
| PART 2 - TEACHING STAFF | 4 |
| 5 Classroom Teachers – Pay Progression on Appointment | 4 |
| 6 Classroom Teachers - Pay Progression Based On Performance | 4 |
| 7 Criteria For Progressing On To the Upper Pay Scale | 6 |
| 8 Upper Pay Scale Application Process..... | 7 |
| PART 3 – SENIOR LEADERSHIP GROUP | 8 |
| 9 Headteacher- Pay Determination on Appointment..... | 8 |
| 10 Headteacher- Pay Determinations for Existing Postholders..... | 9 |
| 11 Headteacher- Responsibility for An Additional Academy | 9 |
| 12 Deputy/Assistant Head - Appointment and Future Pay Determinations | 10 |
| 13 Leading Practitioner – Appointment and Future Pay Determinations | 10 |
| 14 Unqualified Teachers – Appointment and Future Pay Determinations | 11 |
| 15 Newly Qualified Teachers– Appointment and Future Pay Determinations | 11 |
| 16 Supply Teachers – Appointment and Future Pay Determinations..... | 12 |
| PART 4 – ALLOWANCES, INCENTIVES AND ADDITIONAL PAYMENTS | 12 |
| 17 Recruitment and Retention Allowance and Incentives | 12 |
| 18 SEN Allowances | 12 |
| 19 Teaching and Learning Responsibility Payments (TLRs) | 13 |
| 20 Salary Safeguarding for Teachers | 13 |
| 21 Initial Teacher Training Activities (“ITT”)..... | 14 |
| 22 Out-of-Academy Learning Activities..... | 14 |
| 23 Non Specified Additional Payments | 14 |
| PART 5 - SUPPORT STAFF | 14 |
| 24 Staffing Structure | 14 |
| 25 Pay Determinations on Appointment | 15 |
| 26 Existing Support Staff - Pay Progression | 15 |
| 27 Authorisation and Payment for Working Additional Hours | 16 |
| 28 Acting Up Payments | 16 |
| 29 Change of Duties Over Time | 17 |

| | | |
|---|--|------------|
| 30 | Policy Monitoring and Review..... | 188 |
| PART 6 – PAY/APPRAISAL APPEAL ARRANGEMENTS (ALL STAFF) | | 19 |
| 31 | Appraisal Meeting | 19 |
| 32 | Informal Stage – Mediation Discussion..... | 19 |
| 33 | Pay Committee | 19 |
| 34 | Appeal Against A Pay Decision | 19 |
| PART 7 - APPENDICES..... | | 21 |
| 35 | Suggested Terms of Reference for the Pay Committee..... | 21 |
| 36 | Teachers Pay Scales - applicable from 1 September 2018..... | 22 |
| 37 | Support Staff Payscale (NJC) – Applicable 1 April 2019..... | 24 |
| 38 | Kent Scheme Pay Range 2019/2020 | 25 |
| 38 | Kent Scheme Pay Range 2019/2020 | 25 |

PART 1 – FRAMEWORK FOR DETERMINING PAY AND REWARD

1. Policy Statement

The Trust Board supports the principle of equality of opportunity in employment. In its operation of this policy it will endeavour to ensure that employees receive equal treatment irrespective of their age, gender, race, colour, ethnic origin, family commitments, marital status, sexual orientation, disability or religious beliefs.

All pay related decisions will be taken in compliance with the provisions of The Equality Act 2010, The Employment Rights Act 1996, The Employment Relations Act 1999, The Employment Act 2002, The Employment Act 2008, The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The Fixed Term Employees' (Prevention of Less Favourable Treatment) Regulations 2002, The Agency Workers Regulations 2010, and the National Minimum Wage (Amendment) Regulations 2016.

Adjustments will be made to take account of special circumstances e.g. absence on maternity leave or absence on long-term sick leave relating to a disability. The exact adjustments necessary will be dependent on the employee's circumstances and made on a case-by case basis but may include taking a longer time period into account to gather evidence of performance.

2. Aims of the Policy

This policy sets out the framework for making decisions regarding the pay and reward for all staff employed at this academy.

The overarching aims of this policy are to:

- Support the achievement of high quality teaching and learning throughout the Academy.
- Support a culture of high performance among all staff throughout the academy.
- Support achievement of the priorities and targets within the Academy Improvement Plan/Academy Development Plan.
- Support the recruitment, development and retention of a high quality workforce.
- Enable the Academy to recognise and reward all staff appropriately and fairly for their contribution and achievements.
- Ensure all decisions on pay and reward are managed in a fair, just and transparent manner

3. Scope

The Policy will cover all staff employed on the payroll of this Academy, irrespective of grade or conditions of service. It will have reference to those statutory instruments and other conditions of service which affect pay and grading, including, as issued and revised: -

- The School Teachers Pay and Conditions Document;
- The Conditions of Service for School Teachers in England and Wales (the 'Burgundy Book');
- The NJC for Local Government Services National Agreement on Pay and Conditions of Service (the 'Green Book' for support staff) & The Kent Scheme.

The implementation, review and operation of this policy will be the responsibility of The Trust Board, through its Pay Sub-Committee (henceforward known as 'the Committee'), and advised by the Headteacher.

4. Determining Pay and Reward

The Pay Committee is responsible for determining pay for employees of this Academy and will make its decisions based upon performance. The appointed Committee will undertake to:

- Request from The Trust Board that sufficient funds are available in the budget to enable eligible staff to progress through the relevant pay scales, subject to them meeting their performance objectives.

- Reward all staff appropriately recognising each individual's contribution to the Academy and recognising them as valued members of the whole Academy team.
- Use appropriate discretion and flexibility available within the various terms and conditions documents to recruit, reward and retain the highest quality staff according to the needs of the Academy.
- Ensure all staff are treated fairly and equitably under this policy.
- Consider appropriate pay relativities when conducting pay reviews and be mindful of the public sector equality duty in this regard.
- Ensure that pay and reward decisions fairly reflect staff responsibilities, achievements and contributions throughout the Academy with regard to the applicable professional standards.
- Ensure that each teacher receives an annual written statement of their salary details by 30 November (or 31 January for members of the leadership group).
- Require that each member of staff has an up-to-date job description that accurately reflects the accountabilities of the post and are reviewed and updated annually as part of the Academy's performance appraisal process.

PART 2 - TEACHING STAFF

5. Classroom Teachers – Pay Progression on Appointment

The pay range (e.g. Main or Upper pay range) for a vacant post will be determined by the Headteacher/Governing Body prior to the post being advertised. On appointment, the Headteacher will determine the starting salary of the successful candidate, within that range, having regard to:

- the level of qualifications, skills and experience required for the role
- Market conditions
- The nature and demands of the post
- The wider Academy context
- The maxima and minima values contained within the STPCD

The Headteacher /Governing Body may apply the principle of pay portability in making pay determinations for all new appointees to the Academy.

6. Classroom Teachers - Pay Progression Based On Performance

In this Academy teachers will receive regular, constructive feedback on their performance and will be subject to an annual appraisal which recognises their strengths, informs plans for

their future development and helps to enhance their future practice. These arrangements are set out in the Academy's Appraisal Policy.

In determining what, if any, incremental pay increase to recommend the appraiser will take into account progress against **appraisal objectives** and whether the teacher has met the **Teacher Standards**. For those teachers with additional responsibilities e.g. TLRs and SEN allowances an assessment will also be made of the extent to which these responsibilities have been met.

The appraisal report will include a pay recommendation, made by the appraiser. The Head of Academy will moderate pay recommendations before taking forward the final pay recommendations to the Committee.

The Headteacher will ensure that every teacher's performance is reviewed annually, before 31 October each year and that performance related pay decisions are applied from 1 September each year.

Salary reviews may take place at other times of the year to reflect changes in circumstances or job responsibilities.

Partial achievement of objectives will only be accepted where robust evidence can be presented to justify why full achievement was not possible.

It will be possible for a 'no pay progression' determination to be made, if appropriate, without recourse to the Capability Policy and where this decision can be justified by the Academy.

Where the evidence shows that a teacher has demonstrated exceptional performance over the year that the performance is being reviewed, the Committee may consider using its authority to award enhanced pay-progression

Main Pay Scale

All qualified classroom teachers will be paid at a rate between the minimum and maximum of the main pay scale range as determined by the Committee, (pro rata for part-time teachers) unless the teacher has been successful in applying to move to the Upper Pay Scale.

The Main Pay Scale can be found on Page 22.

The continued achievement of performance objectives as part of the appraisal process will give the teacher an expectation of a stepped, pay-progression towards, or up to, the maximum of the relevant pay range.

Upper Pay Scale

All qualified classroom teachers, whose application to move onto the Upper Pay Scale has been successful, will be paid at a rate between the minimum and maximum of the Upper Pay Scale as determined by the Pay Committee. (pro rata for part-time teachers).

The Upper Pay Scale can be found on Page 22.

The continued achievement of all performance objectives (i.e. including highly competent in all elements of the teacher standards, and the teacher's achievements and contribution to the Academy are substantial and sustained) Refer to Page 27 for guidance of the expectations at each pay point.

In accordance with the STPCD pay progression within the upper pay range will be clearly attributable to the performance of the individual teacher.

Classroom teachers who are paid on the Upper Pay Scale will be eligible for the same allowances as other Qualified Teachers.

7. Criteria for Progressing On to the Upper Pay Scale

Qualified teachers may apply to progress on to the Upper Pay Scale once a year. The Headteacher will review applications and make a determination, in accordance with this pay policy, on whether the teacher meets the criteria below.

Where teachers are subject to the 2011 or 2012 Appraisal regulations, the Headteacher shall have regard to the assessments and recommendations in the teachers' appraisal reports under those regulations.

An application from a qualified teacher will be put forward for final approval by the Pay Committee where the Headteacher is satisfied that:

- (i) the teacher is highly competent in all elements of the relevant standards: and
- (ii) the teacher's achievements and contribution to an educational setting, or settings, are substantial and sustained.

In this Academy, this means:

- **Highly competent:** consistently good teaching and learning with some evidence of outstanding practice in a key area of the professional standards, evidence of being able to give advice and mentoring to others on effective teaching practice and how to make a wider contribution to the work of the school in order to help others meet the professional standards and develop their teaching practice.
- **Substantial:** of real importance, validity and value to the school; evidence the teacher plays a critical role in the life of the school; provides a role model for teaching and learning; makes a distinctive contribution to the raising of pupil standards; takes advantage of appropriate opportunities for professional development and uses the outcomes effectively to improve pupils' learning.
- **Sustained:** means sustained over the review period, normally two years or a significant part thereof. The teacher must have had two consecutive successful appraisal reports and have made good progress towards their objectives during this period they will have been expected to have shown that their teaching and learning expertise has grown over the relevant period and is consistently good /outstanding.

In normal circumstances a teacher who has been successful in their application will move to the minimum salary of Upper Pay Scale range. However, there may be circumstances where it is appropriate for the teacher to move to a higher value within the UPS pay range and any such decision will need to be objectively justified, and will be at the discretion of the Pay Committee.

8. Upper Pay Scale Application Process

Each teacher may only submit one application annually to move into the Upper Pay Range. For practical reasons teachers who submit their application after **31 October will, if successful, be moved onto the Upper pay scale with effect from the following September**. Exceptions will be made in particular circumstances, for example, any teachers who are on maternity leave or who are absent on long term sick leave.

The process for applications is:

- (i) Submit the application form and supporting evidence to the Headteacher.
- (ii) Teachers should provide evidence to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through long term sickness, disability or maternity, may cite written evidence from up to a 3-year period before the date of application from this, or previous Academy, to support their application.
- (iii) The assessor will be the Headteacher, unless applicants have been notified otherwise.
- (iv) The assessor will assess the application, and will make a recommendation to the Pay Committee. If the Headteacher is not the assessor, the application, evidence and recommendation will be passed to the Headteacher for moderation purposes prior to submission to the Pay Committee.
- (v) The Pay Committee will make the final decision whether the applicant has met the criteria, advised by the Headteacher.
- (vi) Teachers will receive written notification of the outcome of their application as soon as possible. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy.
- (vii) If requested, oral feedback will be provided by the assessor. Oral feedback should normally be given within 10 Academy working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- (viii) Successful applicants will normally move to the minimum of the Upper Pay Range on 1 September of the year in which their application was successful.

- (ix) Unsuccessful applicants can appeal the decision. (Please refer to Part 6 – Pay/Appraisal Appeal Arrangements)

PART 3 – SENIOR LEADERSHIP GROUP

The Trust Board will confirm the membership of the Academy's Senior Leadership team and will determine the pay ranges applicable for each of these posts.

When determining the leadership pay range, The Trust Board must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations.

Changes to the determination of the leadership pay group introduced in the STPCD in 2014 will only be applied to individuals appointed to a leadership post on or after 1st September 2014, or whose responsibilities have significantly changed after that date.

The Trust Board may choose to review the pay of all of their leadership posts in accordance with the arrangements introduced in 2014, if this is required to help maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1 September 2014, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly change on or after that date.

9. Headteacher- Pay Determination on Appointment

Upon planning to appoint a new Headteacher, The Trust Board will review the size of the Academy to determine the appropriate pay group for the Academy.

The Headteacher 's pay range will normally span a maximum of 7 consecutive reference points within the appropriate pay group for the Academy, or exceptionally, above the pay group.

The Headteacher 's salary range may exceed the pay group where The Trust Board determines that circumstances specific to the role or candidate warrant a higher than normal payment.

The School Groups used for the purposes of determining the Headteacher's pay range can found on Pages 23-24.

Upon appointment, The Trust Board will determine the pay point within the pay group for the Headteacher, in accordance with the provisions of the STPCD.

Only in exceptional circumstances will the Headteacher 's pays range overlap with any others within the Leadership team pay ranges.

A new Headteacher will be appointed to any appropriate reference point on the Headteacher pay range. However, headroom for performance related pay progression should remain available within the allocated pay range.

10. Headteacher- Pay Determinations for Existing Post holders

The Committee will agree performance objectives with the Headteacher, after receiving the advice of their external adviser, in accordance with the prevailing performance management/appraisal legislation and Academy policy.

The Committee will review performance against objectives set for the preceding year and other stated performance criteria, again receiving advice from their external adviser. The Headteacher must demonstrate sustained overall high quality performance in order to be considered for a performance related pay increase. To be fair and transparent, judgements must be properly rooted in evidence and be made having regard to the most recent appraisal or reviews.

Taking such performance into account, the Committee will determine whether zero, one or more pay points are to be awarded for progression within the Headteacher's pay range.

Pay decisions for the Headteacher will be effective from 1 September each year.

11. Headteacher- Responsibility for an Additional Academy

Where a Headteacher is to be responsible for more than one Academy, the following arrangements will apply:

Permanent Arrangement

(e.g. a federation with a single governing body or permanent collaboration).

Where the Headteacher is appointed as Headteacher of more than one Academy on a permanent basis The Trust Board of the Headteacher's original Academy will calculate the Headteacher pay group by combining the unit score of all the Academy's for which the Headteacher is responsible to arrive at a total score, which then determines the Headteacher group.

Temporary Arrangement

(e.g. a Headteacher takes on the post of Acting Headteacher at another Academy in addition to his/her existing post)

In such cases a fixed term variation of contract, or second contract must be issued by the providing Academy.

Where appropriate, the Headteacher may be awarded an additional payment for the duration of the temporary arrangement. The value of the temporary additional payment will be determined by The Trust Board and must not exceed 25% of the annual salary which is otherwise payable to the Headteacher.

In all cases where a Headteacher is temporarily or permanently appointed to manage an additional Academy, consideration will be given to the remuneration of other staff who as a result of the Headteacher's new role will need to take on additional responsibilities. This will be based on any additional responsibilities attached to the post (not the staff member).

The additional responsibilities and their duration 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.

Safeguarding provisions will not exist for temporary fixed term responsibility for an additional Academy, nor for any teachers whose salary is temporarily uplifted for a fixed term period under these circumstances.

12. Deputy/Assistant Head - Appointment and Future Pay Determinations

The Committee/Governing Body will determine a 5 point pay range from the Leadership scale for each Deputy Headteacher and Assistant Headteacher. The individual pay ranges set will reflect the relative responsibilities and job weight of the roles concerned taking into account challenge and context.

The Leadership pay scale can be found on Pages 23/24.

A new Deputy or Assistant Headteacher can be appointed to any reference point within the pay range. However, headroom for performance related pay progression should remain available within the range.

For existing Deputy and Assistant Heads, the Headteacher will annually review performance against objectives agreed for the preceding year and other stated performance criteria, in line with the Appraisal policy, and make a recommendation on pay progression to the Committee.

The Committee will take into account the recommendation from the Headteacher when determining whether to award pay point progression (if any) of one or more points within the individual range. Progression within the range will be based on evidence of sustained high quality of overall performance.

13. Leading Practitioner – Appointment and Future Pay Determinations

The Trust Board will determine, on the recommendation of the Headteacher, the need for any Leading Practitioner post(s) within the Academy and the relevant pay range applicable to the post.

The pay range for a Leading Practitioner can be found on Pages 23-24.

There is no minimum service criterion for promotion to a Leading Practitioner post.

A newly appointed Leading Practitioner will normally be appointed to the first point on their pay range but may be appointed to a higher point if circumstances make this appropriate. However, headroom for performance related pay progression should remain available within the range.

For existing Leading Practitioners, the Headteacher will annually review performance against objectives agreed for the preceding year and other stated performance criteria, and make a recommendation on pay progression to the Committee.

The Committee will take this into account when determining whether to award pay point progression (if any) of one or more points within the individual range. Progression within the range will be based on evidence of sustained high quality of overall performance.

14. Unqualified Teachers – Appointment and Future Pay Determinations

On the appointment of an Unqualified Teacher, the Headteacher will determine the pay for each individual within the maximum and minimum levels of the Unqualified Teacher pay range.

Pay on appointment will take into account any qualifications or experience of the successful applicant, which are considered to be relevant to the post.

The Headteacher will have the discretion to pay an additional allowance, in cases where the Unqualified Teacher has either taken on a sustained additional responsibility or brings added value to the role through a relevant additional qualification or experience.

The Trust Board may apply the principle of pay portability in making pay determinations for an Unqualified teacher who is appointed the Academy.

In order to progress through the unqualified teacher, pay range, unqualified teachers will need to show that they have made good progress towards their objectives.

Judgments will be properly rooted in evidence. As unqualified teachers progress through the pay scale, this evidence should show:

an improvement in teaching skills.

- a positive impact on pupil progress.
- an impact on wider outcomes for pupils.
- improvements in specific elements of practice identified to the teacher.
- a contribution to the work of the Academy.
- an impact on the effectiveness of staff and colleagues, where they have responsibility for such.

Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher.

Unqualified teachers are not entitled to receive a TLR or SEN allowance but may be awarded a non-specific allowance in relation to i) taking on additional responsibilities or ii) bringing additional qualifications or experience to the role being undertaken.

15. Newly Qualified Teachers– Appointment and Future Pay Determinations

A newly appointed NQT will normally be appointed to the minimum of the main scale pay range. However, an NQT may be appointed to a higher pay point at the discretion of the Headteacher and where this can be clearly justified based on the NQT's previous experience and level of qualification.

During the newly qualified teacher induction year, appraisal arrangements are different. NQTs should have their pay progressed on successful completion of their induction year, where the teacher continues to be employed by the same Academy where they were employed before they obtained QTS.

The Committee will determine, on the recommendation of the Headteacher where within the pay range the NQTs salary will be upon successful completion of their NQT induction year.

16. Supply Teachers – Appointment and Future Pay Determinations

Supply teachers employed to work at the Academy (not those provided by agencies) will be paid an hourly rate calculated at 1/1072 of the teacher's actual salary, or a daily rate calculated as 1/195 of the teacher's actual salary.

A daily rate will be payable where the teacher is directed to work at such times and at such places as specified by the Headteacher, for 5.5 hours in that day (hours spent travelling to and from work should not count towards this 5.5 hours).

In all cases the hourly rate applicable will be determined by the Headteacher and will be within the relevant pay scale range (Main pay scale, Upper pay scale or Leadership scale) reflecting the experience of the individual teacher and the nature of the role they will be undertaking for the Academy.

PART 4 – ALLOWANCES, INCENTIVES AND ADDITIONAL PAYMENTS

17. Recruitment and Retention Allowance and Incentives

The Pay Committee (on the recommendation of the Headteacher) may at its discretion award to a teacher any sum as a recruitment allowance to secure the candidate of its choice, subject to any maximum limits granted by The Trust Board.

The value of any recruitment allowance offered will be agreed on appointment, and will be for a pre-agreed, time-limited period.

The terms of the STPCD do not permit for recruitment incentives and allowances (other than a reimbursement of relocation costs) to be paid to the Headteacher; Deputy Headteacher or Assistant Headteacher.

A Headteacher who is currently in receipt of a recruitment or retention allowance which was started under a previous STPCD (i.e. prior to 2014) may continue to receive this at its pre-existing value (i.e. no uplift).

18. SEN Allowances

The Trust Board (on the recommendation of the Headteacher) may award a Special Needs allowance to a classroom teacher, in accordance with the eligibility criteria contained within the current STPCD.

A spot value SEN allowance will be awarded within the current National range of £2,149 - £4,242 per annum (pro-rata for part time workers).

19. Teaching and Learning Responsibility Payments (TLRs)

The Trust Board (on the recommendation of the Headteacher) may award a TLR1 and TLR2 payment to appropriate posts within the staffing structure in accordance with the criteria, factors and other conditions contained within the STPCD.

The number and nature of TLR awards will be determined by consideration of the Academy's improvement plan and associated priorities; and the Academy budget.

TLR awards will be within the current national ranges of:

| | |
|-------|--|
| TLR 1 | £7,853 - £13,288 pa (pro rata for part time staff) |
| TLR2 | £2,721 - £6,646 pa (pro rata for part time staff) |
| TLR3 | £540 - £2,683 pa |

The Headteacher /Governing Body may award a fixed term TLR (TLR3) to a teacher for clearly defined time-limited Academy improvement projects, or one-off externally driven responsibilities.

The Headteacher and/or Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award will be paid in monthly instalments. No salary safeguarding will apply in relation to a TLR3 award.

It is permissible within the STPCD for a teacher to hold a TLR1 or TLR2 award at the same time as holding a TLR3 award. However, a teacher cannot hold a TLR1 and a TLR2 award concurrently.

20. Salary Safeguarding for Teachers

In the event that any member of the teaching staff is displaced from their current role due to a reorganisation or a planned cessation of duties attracting a TLR1 or TLR2 payment, and is appointed to a lower graded post, or post that does not attract the same TLR payment, they will be entitled to pay protection following normal notice periods as set out in the STPCD.

This pay protection does not apply if a teacher voluntarily transfers to a lower graded post, (unless this is in the context of a redundancy or re-organisation) or if a teacher requests to step down from a post for which protection has been applied, but for which additional responsibility has been added.

The Trust Board will review the duties of any teacher who is entitled to safeguarded sums which exceed £500 p.a. and will allocate appropriate additional responsibilities, commensurate with the safeguarded sum, for the period of safeguarding.

The Trust Board will ensure that appropriate notice is issued of any extra responsibilities which are being given to the teacher, in respect of their safeguarded sum.

All such additional responsibilities allocated will be kept under review until the safeguarding period ends, when a decision will be taken about the future allocation of those responsibilities.

Where a teacher unreasonably refuses to carry out additional responsibilities the safeguarded pay may be removed subject to at least one month's notice being given.

21. Initial Teacher Training Activities ("ITT")

Payment for ITT activities may only be made in accordance with the provisions of the STPCD.

Where a classroom teacher has agreed to undertake ITT activities outside their 1265 hours of directed time (or pro rata for part-time teachers) where payment is authorised in writing in advance and within the provisions of the STPCD) an additional payment shall be made on an hourly basis of 1/1265 of the teacher's actual salary.

Any agreements of this nature should have due regard to work-life balance.

22. Out-of-Academy Learning Activities

Where a classroom teacher undertakes voluntary out-of-Academy activities outside their 1265 hours directed time (or, pro rata for part-time teachers), any payment which may be agreed will be communicated, in writing, in advance and any additional payment made on an hourly basis of 1/1265 of the teacher's actual salary.

23. Non Specified Additional Payments

The Trust Board will use its available discretion to determine whether to make any additional payments to teachers in the following circumstances

:

Undertaking continuing professional development outside the Academy day.

- Activities relating to the provision of initial teacher training as part of the ordinary conduct of the Academy.
- Participation in relevant out-of-Academy learning activities.
- Additional responsibilities and activities relating to the raising of educational standards in one or more additional Academy's.

Teachers will not be eligible for 'overtime'; honorarium payments; or other ad-hoc payments, other than the additional payments as outlined above.

The Headteacher may be eligible for additional payments, if participating in a time-limited, temporary activity. Any permanent responsibilities in relation to the above activities will be taken into account when determining the Headteacher salary range for this Academy.

PART 5 - SUPPORT STAFF

24. Staffing Structure

The Trust Board, on the recommendations of the Headteacher, is responsible for agreeing a support staff staffing structure for the Academy which is appropriate to the needs for the Academy and is affordable within the constraints of the Academy budget.

Each post within the staffing structure will have a job description which has been job evaluated to determine the salary grade applicable to each post.

The Academy will consult their HR provider about the grading of all support staff posts in accordance with the requirements of the Education Act 2002.

The Academy acknowledges that their HR consultant has adopted a job evaluation scheme which is used to determine the salary grade for a wide range of posts within the Local Authority in order to achieve wider comparability.

The Academy agrees that all support staff posts at the Academy will be graded in accordance with this scheme.

25. Pay Determinations on Appointment

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

- the new employee's current salary range is the same as the salary range assessed for the new appointment, in which case the starting salary will be the same as the new employee's current pay point.
- The new starter's current salary range is greater than the maximum of the grade for the new appointment, in which case the starting salary will be at the maximum of the new scale.
- the new starter's current salary range is less than the minimum of the grade for the new appointment, in which case the starting salary will be the pay point on the new scale which is equal to the new starter's current pay plus the value of one increment on the new scale (this may be the minimum point or above).
- the person appointed is not currently paid on a salary range assessed in accordance with the salary policy of the Academy, in which case a starting salary point above the minimum of the range may be agreed by the Headteacher taking into account the newly appointed employee's current actual pay and recent relevant experience and qualifications.

26. Existing Support Staff - Pay Progression

For staff employed under the NJC (Green Book Terms and Conditions)

Incremental progression on the salary range for the post is normally awarded annually on 1 April of each year until the maximum of the scale is reached. The NJC pay scales for support staff will be determined nationally through collective agreement.

If the employee has less than 6 months' service in the grade as at 1 April, s/he will be granted their first increment six months after the appointment, promotion or re-grading date.

From the April following the completion of five years' continuous service (within this Academy or within other Academy's which apply the National Joint Council NJC terms and conditions, staff that are employed term time only will have their salary adjusted to take account of their increased entitlement to additional leave.

The award of an annual increment as set out above may be withheld in exceptional circumstances. Such withholding will only be determined by the Headteacher in cases where performance has been deemed unsatisfactory and formal capability proceedings have begun.

Once an increment has been withheld in this way it may be reinstated with the agreement of the Headteacher (but not backdated) if performance subsequently improves significantly. In these circumstances the Headteacher should notify the employee (in writing) of their unsatisfactory performance, and details of the improvement required.

For staff employed under the Kent Range

The Trust Board will ensure that suitable arrangements are in place to assess the total contribution of all support staff and will use this assessment to determine annual pay decisions in accordance with the Kent Range.

The Academy will make appropriate use of any merit award or other reward system, both cash and non-cash, developed by KCC to recognise the performance and contribution of support staff in a positive and flexible way. The Trust Board will ensure that any such awards are made in accordance with the scheme's provisions.

This Academy will award pay progression for its support staff in accordance with the percentage increase determined by KCC.

The Academy will determine locally the percentage pay award to be applied each year.

27. Authorisation and Payment 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.

Where payment is agreed, for working additional hours, reimbursement will be at plain time for staff working less than full time-time unless they exceed 37 hours in any week, in which case payment in excess of plain time may be payable. In essence this means time and a half when working Monday to Saturday and double time (minimum of 2 hours) when working Sundays and public/extra statutory holidays. Enhanced overtime is not payable above NJC scale point 20.

28. Acting Up Payments

The Academy may pay an employee an acting up payment for undertaking all or part of the duties of a higher graded post, for a continuous period of not less than four consecutive weeks, excluding annual leave.

Payments may be made in the following circumstances:

- where the employee undertakes the full duties of the higher graded post, the payment will be a sum equivalent to the salary increase that would have applied, had the employee been appointed to the post (i.e. the difference between the employee's salary and the minimum of the higher grade, or one increment, whichever is the greater).
- where the employee undertakes part of the duties of the higher graded post, the payment will be a percentage of the basic salary increase described in paragraph 30 (see above)

In exceptional circumstances, a payment may be made for reasons other than for that of undertaking the duties of a higher graded post. Normally this will fall into one of the following categories:

Significant additional hours worked in order to complete an essential task/project, where it is not appropriate to pay overtime or give time off in lieu.

- Participation in a special project which is beyond the normal scope of the job description;
- Additional duties not related to a specific post

The amount of the payment should not exceed whichever is the greater of:

- 4 incremental points above the employee's substantive salary;
- 10% of the employee's annual substantive salary;
- £3,000 in any one financial year.

If additional duties and responsibilities continue beyond 12 months, the Academy should seek a permanent re-evaluation of the grading of the post through the HR (Schools) team.

29. Change of Duties Over Time

Where the duties of a post change significantly over time the Academy will seek to review the grading of that post. This will follow a review of the job description, in conjunction with the post holder. The Academy will seek the advice of their HR provider.

New and additional responsibilities can be added into the job description, which reflect changes and proposed changes in the role following consultation with the employee and the trade union representative. The Academy will utilise 'model' job descriptions provided by their HR provider, unless there is no appropriate template available.

30. Policy Monitoring and Review

The policy is subject to review annually or as otherwise required.

This Pay Policy was formally adopted by The Trust Board at its meeting on

.....

PART 6 – PAY/APPRAISAL APPEAL ARRANGEMENTS (ALL STAFF)

31. Appraisal Meeting

An employee shall be advised of the pay recommendation at their appraisal meeting following an assessment of their performance in the relevant cycle. Should a non progression recommendation be made the reasons for this should be clearly explained. In the latter case the employee must be informed of their right to submit written additional evidence and written representations to the Pay Committee, who are responsible for making final pay decisions.

32. Informal Stage – Mediation Discussion

An employee will be permitted to be represented by a trade union representative or workplace colleague at all stages of the appeal process.

Prior to a decision by the Pay Committee the employee may request an informal meeting with the Headteacher/ appraiser to discuss the proposed pay recommendation and the reasons in more detail. The employee can provide further documentation to support his/her case.

In the case of the Headteacher being dissatisfied regarding his/her pay decision then an informal meeting with the Chair of the Committee should be arranged.

33. Pay Committee

The committee will consist of 3 Governors from within the Trust.

The Pay Committee will assess pay recommendations based on the evidence provided by the appraiser, Academy procedures, the STPCD (if the employee is covered by the terms of the STPCD) and any representations made by the employee. The appraiser should not be part of, or privy to, the part of the meeting at which a final decision of the Pay Committee is made.

34. Appeal Against A Pay Decision

Any employee dissatisfied with any pay decision affecting them, made in accordance with this Pay Policy may appeal and seek a review of that decision.

The employee should set out in writing the grounds for questioning the pay decision and the remedy being sought and send it to the HR Manager, normally within 10 working days of the informal mediation discussion (see above); or in the event of the employee not wishing to have an informal mediation discussion, within 10 working days of the written confirmation of their pay decision.

The HR Manager will arrange a hearing normally within 20 working days of receipt of the written grounds for questioning the pay decision. The hearing location will be determined by the HR Manager

The appeal panel will consist of three Governors from within the trust (who were not involved in the original determination) and the panel will be supported by an HR Consultant.

The employee will be given the opportunity to make representations in person to the appeal panel.

The decision of the appeal panel will be given in writing, normally within 5 working days. The panel's decision will be final.

Where the appeal is rejected the letter will outline the evidence considered and the reasons for the decision.

The employee shall be entitled to attend the meeting of the appeals panel and has the right to be accompanied and represented at any such meeting by a Trade Union Representative or workplace colleague.

PART 7 - APPENDICES

35. Suggested Terms of Reference for the Pay Committee

The Pay Committee membership will be: *(minimum of 3 governors from within the Trust)*

The Headteacher will attend in an advisory capacity only and will withdraw when his/her salary is under consideration and final decisions on employees' pay are made.

The terms of reference for the Pay Committee will be determined from time to time by The Trust Board. The current terms of reference are:

- 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 undertake an annual pay review for each teaching member of staff based on the criteria set out in the Pay Policy with effect from 1 September;
- To observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- To consider recommendations of the reviewer/Headteacher for pay rises and generically report these decisions to the next meeting of The Trust Board;
- To consider any written representations made by employees.
- To recommend to The Trust Board 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 Trust Board, as appropriate and at least annually;
- To carry out the performance review of the Headteacher, review the salary of the Headteacher, reporting to The Trust Board for salary ratification.
- To work with an External Adviser for the performance review of the Headteacher.

In the case of new appointments to the staff, decisions on starting salary will be delegated to the Headteacher or Selection Panel as appropriate.

In the case of a new Headteacher appointment, The Trust Board will determine the salary range however the determination of the starting salary will be made by the Selection Panel under their delegated powers.

36. Teachers Pay Scales - applicable from 1 September 2018

| Main Pay Range for Teachers 2018 | | |
|----------------------------------|---------|---------|
| 2018 | | |
| Reference point 1 (M1) | £23,720 | Minimum |
| Reference point 2 (M2) | £25,594 | |
| Reference point 3 (M3) | £27,652 | |
| Reference point 4 (M4) | £29,780 | |
| Reference point 5 (M5) | £32,126 | |
| Reference point 6 (M6b) | £35,008 | Maximum |

| Upper Pay Range 2018 | | |
|----------------------|---------|---------|
| 2018 | | |
| Minimum U1 | £36,646 | Minimum |
| Mid-point U2 | £38,004 | |
| Maximum U3 | £39,406 | Maximum |

| Pay Range for Leading Practitioners 2018 | | |
|--|---------|--|
| 2018 | | |
| Minimum | £40,162 | |
| Maximum | £61,055 | |

| Pay Range for Unqualified Teachers from 1 st September 2018 | | |
|--|---------|---------|
| 2018 | | |
| Reference point 1 | £17,208 | Minimum |
| Reference point 2 | £19,210 | |
| Reference point 3 | £21,209 | |
| Reference point 4 | £23,211 | |
| Reference point 5 | £25,214 | |
| Reference point 6 | £27,214 | Maximum |

| TLR1 | Value | TLR2 | Value |
|-------|---------|-------|--------|
| | 2018 | | 2018 |
| TLR1D | £7,852 | TLR2C | £2,721 |
| TLR1C | £9,663 | TLR2B | £4,530 |
| TLR1B | £11,472 | TLR2A | £6,646 |
| TLR1A | £13,288 | | |

TLR3 payments can be any spot value between £540 and £2,683 per annum

SEN Allowances can be any spot value between £2,149 and £4,242 per annum

| Pay Range for Leadership Group from 1 st September 2018 | | |
|--|---------|-------------------------------------|
| 2018 | | |
| Reference point 1 | £39,965 | |
| Reference point 2 | £40,965 | |
| Reference point 3 | £41,989 | |
| Reference point 4 | £43,034 | |
| Reference point 5 | £44,106 | |
| Reference point 6 | £45,212 | |
| Reference point 7 | £46,429 | |
| Reference point 8 | £47,501 | |
| Reference point 9 | £48,687 | |
| Reference point 10 | £49,937 | |
| Reference point 11 | £51,233 | |
| Reference point 12 | £52,414 | |
| Reference point 13 | £53,724 | |
| Reference point 14 | £55,064 | |
| Reference point 15 | £56,434 | |
| Reference point 16 | £57,933 | |
| Reference point 17 | £59,265 | |
| Reference point 18* | £60,755 | Maximum for Headteacher Pay Group 1 |
| Reference point 19 | £62,261 | |
| Reference point 20 | £63,806 | |
| Reference point 21* | £65,383 | Maximum for Headteacher Pay Group 2 |
| Reference point 22 | £67,007 | |
| Reference point 23 | £68,667 | |
| Reference point 24* | £70,370 | Maximum for Headteacher Pay Group 3 |
| Reference point 25 | £72,119 | |
| Reference point 26 | £73,902 | |
| Reference point 27* | £75,734 | Maximum for Headteacher Pay Group 4 |
| Reference point 28 | £77,613 | |
| Reference point 29 | £79,534 | |
| Reference point 30 | £81,515 | |
| Reference point 31* | £83,527 | Maximum for Headteacher Pay Group 5 |

| | | |
|---------------------|----------|--|
| Reference point 32 | £85,604 | |
| Reference point 33 | £87,732 | |
| Reference point 34 | £89,900 | |
| Reference point 35* | £92,135 | Maximum for Headteacher Pay Group 6 |
| Reference point 36 | £94,415 | |
| Reference point 37 | £96,763 | |
| Reference point 38 | £99,157 | |
| Reference point 39* | £101,573 | Maximum for Headteacher Pay Group 7 |
| Reference point 40 | £104,109 | |
| Reference point 41 | £106,709 | |
| Reference point 42 | £109,382 | |
| Reference point 43 | £111,006 | Maximum for Headteacher Pay Group 8 |

37. Support Staff Payscale (NJC) – Applicable 1 April 2019 (note salary figures are based on a 1.0 full-time equivalent)

| 01-Apr-18 | | | 01-Apr-19 | | |
|-----------|-------------|-------------|-----------|-------------|-------------|
| Old SCP | £ per annum | £ per hour* | New SCP | £ per annum | £ per hour* |
| 6 | £16,394 | £8.50 | 1 | £17,364 | £9.00 |
| 7 | £16,495 | £8.55 | | | |
| 8 | £16,626 | £8.62 | | | |
| 9 | £16,755 | £8.68 | 2 | £17,711 | £9.18 |
| 10 | £16,863 | £8.74 | | | |
| 11 | £17,007 | £8.82 | 3 | £18,065 | £9.36 |
| 12 | £17,173 | £8.90 | | | |
| 13 | £17,391 | £9.01 | | | |
| 14 | £17,681 | £9.16 | 4 | £18,426 | £9.55 |
| 15 | £17,972 | £9.32 | | | |
| 16 | £18,319 | £9.50 | | | |
| 17 | £18,672 | £9.68 | 5 | £18,795 | £9.74 |
| 18 | £18,870 | £9.78 | | | |
| 19 | £19,446 | £10.08 | | | |
| 20 | £19,819 | £10.27 | 6 | £19,171 | £9.94 |
| | | | | | |
| | | | | | |
| | | | 7 | £19,554 | £10.14 |
| | | | | | |
| | | | | | |
| | | | 8 | £19,945 | £10.34 |
| | | | | | |
| | | | | | |
| | | | 9 | £20,344 | £10.54 |
| | | | | | |
| | | | | | |
| | | | 10 | £20,751 | £10.76 |
| | | | | | |
| | | | | | |
| 21 | £20,541 | £10.65 | 11 | £21,166 | £10.97 |
| 22 | £21,074 | £10.92 | | | |
| | | | | | |
| | | | 12 | £21,589 | £11.19 |
| | | | | | |
| | | | | | |
| | | | 13 | £22,021 | £11.41 |
| | | | | | |
| | | | | | |
| 23 | £21,693 | £11.24 | 14 | £22,462 | £11.64 |
| 24 | £22,401 | £11.61 | | | |
| | | | | | |
| | | | 15 | £22,911 | £11.88 |
| | | | | | |
| | | | | | |
| | | | 16 | £23,369 | £12.11 |
| | | | | | |
| | | | | | |
| 25 | £23,111 | £11.98 | 17 | £23,836 | £12.35 |
| | | | | | |
| | | | | | |
| | | | 18 | £24,313 | £12.60 |
| | | | | | |
| | | | | | |
| 26 | £23,866 | £12.37 | 19 | £24,799 | £12.85 |
| 27 | £24,657 | £12.78 | | | |
| | | | | | |
| | | | 20 | £25,295 | £13.11 |
| | | | | | |
| | | | | | |
| | | | 21 | £25,801 | £13.37 |
| | | | | | |
| | | | | | |
| 28 | £25,463 | £13.20 | 22 | £26,317 | £13.64 |
| 29 | £26,470 | £13.72 | | | |
| 30 | £27,358 | £14.18 | | | |
| 31 | £28,221 | £14.63 | 23 | £26,999 | £13.99 |
| 32 | £29,055 | £15.06 | | | |
| 33 | £29,909 | £15.50 | | | |
| 34 | £30,756 | £15.94 | 24 | £27,905 | £14.46 |
| 35 | £31,401 | £16.28 | | | |
| 36 | £32,233 | £16.71 | | | |
| 37 | £33,136 | £17.18 | 25 | £28,785 | £14.92 |
| 38 | £34,106 | £17.68 | | | |
| 39 | £35,229 | £18.26 | | | |
| 40 | £36,153 | £18.74 | 26 | £29,636 | £15.36 |
| 41 | £37,107 | £19.23 | | | |
| 42 | £38,052 | £19.72 | | | |
| 43 | £39,002 | £20.22 | 27 | £30,507 | £15.81 |
| 44 | £39,961 | £20.71 | | | |
| 45 | £40,858 | £21.18 | | | |
| 46 | £41,846 | £21.69 | 28 | £31,371 | £16.26 |
| 47 | £42,806 | £22.19 | | | |
| 48 | £43,757 | £22.68 | | | |
| 49 | £44,697 | £23.17 | 29 | £32,029 | £16.60 |
| 50 | £45,652 | £23.66 | | | |
| 51 | £46,608 | £24.16 | | | |
| 52 | £47,578 | £24.66 | 30 | £32,878 | £17.04 |
| 53 | £48,555 | £25.17 | | | |
| 54 | £49,513 | £25.66 | | | |
| 55 | £50,472 | £26.16 | 31 | £33,799 | £17.52 |
| 56 | £51,429 | £26.66 | | | |
| 57 | £52,387 | £27.15 | | | |
| | | | 32 | £34,788 | £18.03 |
| | | | | | |
| | | | | | |
| | | | 33 | £35,934 | £18.63 |
| | | | | | |
| | | | | | |
| | | | 34 | £36,876 | £19.11 |
| | | | | | |
| | | | | | |
| | | | 35 | £37,849 | £19.62 |
| | | | | | |
| | | | | | |
| | | | 36 | £38,813 | £20.12 |
| | | | | | |
| | | | | | |
| | | | 37 | £39,782 | £20.62 |
| | | | | | |
| | | | | | |
| | | | 38 | £40,760 | £21.13 |
| | | | | | |
| | | | | | |
| | | | 39 | £41,675 | £21.60 |
| | | | | | |
| | | | | | |
| | | | 40 | £42,683 | £22.12 |
| | | | | | |
| | | | | | |
| | | | 41 | £43,662 | £22.63 |
| | | | | | |
| | | | | | |
| | | | 42 | £44,632 | £23.13 |
| | | | | | |
| | | | | | |
| | | | 43 | £45,591 | £23.63 |
| | | | | | |
| | | | | | |
| | | | 44 | £46,587 | £24.15 |
| | | | | | |
| | | | | | |
| | | | 45 | £47,589 | £24.67 |
| | | | | | |
| | | | | | |
| | | | 46 | £48,621 | £25.20 |
| | | | | | |
| | | | | | |
| | | | 47 | £49,671 | £25.75 |
| | | | | | |
| | | | | | |
| | | | 48 | £50,742 | £26.30 |
| | | | | | |
| | | | | | |
| | | | 49 | £51,839 | £26.87 |
| | | | | | |
| | | | | | |
| | | | 50 | £52,955 | £27.45 |
| | | | | | |
| | | | | | |
| | | | 51 | £54,101 | £28.04 |
| | | | | | |
| | | | | | |

38. Kent Scheme Pay Range 2019/2020

| Kent Scheme Pay Range | | |
|-----------------------|-------------|-------------|
| KR Grade | Minimum (£) | Maximum (£) |
| KR15 | 66,870 | 75,647 |
| KR14 | 59,068 | 66,537 |
| KR13 | 52,713 | 58,774 |
| KR12 | 45,007 | 52,451 |
| KR11 | 39,108 | 44,783 |
| KR10 | 33,082 | 38,913 |
| KR9 | 28,925 | 32,917 |
| KR8 | 25,238 | 28,781 |
| KR7 | 22,182 | 25,112 |
| KR6 | 20,222 | 22,072 |
| KR5 | 18,704 | 20,121 |
| KR4 | 17,498 | 18,611 |
| KR3 | 17,365 | 17,411 |
| KR2 | 17,364 | 17,364 |



39.

THE SKILLS FOR LIFE TRUST – FRAMEWORK OF EXPECTATIONS OF UPR TEACHERS

| | UPR1 | UPR2 | UPR3 |
|-----------------------|---|--|---|
| Support of colleagues | <p><i>Will coach and mentor one colleague within the Trust to move from Requires Improvement to Good. For Trainees or NQT this would be successful completion of their programme and adhering to the mentoring requirements of that programme.</i></p> <p><i>Where the colleague does not make suitable progress, despite significant input, the next stages are pursued alongside a senior leader.</i></p> | <p><i>Will coach and mentor two colleagues within the Trust to move from Requires Improvement to Good. For Trainees or NQT this would be successful completion of their programme.</i></p> <p><i>Where the colleagues do not make suitable progress, despite significant input, the next stages are pursued alongside a senior leader.</i></p> | <p><i>Will lead on the support and training for a cohort of colleagues in the Academy or within the Trust; for example, NQTs or AOTs.</i></p> <p><i>Where the colleagues do not make suitable progress, despite significant input, the next stages are pursued alongside a senior leader.</i></p> |
| School | <p><i>The list below offers guidance on the activities likely undertaken by UPR teachers at each stage of the scale. The list is not exhaustive but offers some examples of the scale required of the Whole School Project.</i></p> | | |

| | | | |
|--|---|--|--|
| | <p><i>Will show significant and sustained impact in the role of:</i></p> <ul style="list-style-type: none"> • Academy press team • Action enquiry project agreed with director of CPL • Skills for life ambassador • Leading in the proactive investigation, research and dissemination of good practice • Leading learning ambassadors • Coordinate targeted intervention within a subject area. | <p><i>Will show significant and sustained impact in the role of:</i></p> <ul style="list-style-type: none"> • D of E coordinator • Whole school numeracy • Whole school literacy • Leadership and development of school policy • Coordinate targeted intervention within a subject area. • Whole School Homework policy • RSL lead for key stage or Department • School engagement with Key Stakeholders | <p><i>Will show significant and sustained impact in the role of:</i></p> <ul style="list-style-type: none"> • PGCE coordinator • NQT coordinator • AOT coordinator • Leading a whole school initiative • Lead on the professional development of a section of the staff • SFL mentoring lead • SFL curriculum and Wider Community |
|--|---|--|--|