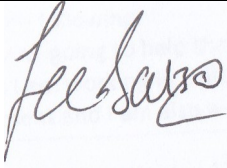




# Epping Forest Schools Partnership Trust

*Unlocking the Potential of Collaboration*

## Pay Policy

This policy was ratified by the Board of Trustees on:	4 <sup>th</sup> December 2018
Signed by the Chair of Trustees:	
This policy will be reviewed by the Trust on an annual basis in:	December 2019

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	<b>1. INTRODUCTION</b>	
<b>1.1</b>	This Policy sets out the framework for making decisions on staff pay.	
<b>1.2</b>	Staff pay is affected by legislation, and national and local pay agreements, which give the Trust significant flexibility to determine pay levels to meet local circumstances. The policy complies with the School Teachers' Pay & Conditions Document (STPCD) and the accompanying statutory guidance and with national and local pay agreements for support staff and these documents will take priority in any disputes. The Policy will be reviewed annually, in consultation with staff and unions.	
<b>1.3</b>	The objective of the policy is to: <ul style="list-style-type: none"> <li>• ensure that pay and staffing arrangements enable the current and future delivery of the curriculum and school improvement plans;</li> <li>• support the recruitment and retention of high quality staff;</li> <li>• recognise and reward staff for their contribution to school improvement;</li> <li>• ensure that pay decisions are made in a fair and transparent way;</li> <li>• ensure that available monies are allocated appropriately.</li> </ul>	
	<b>2. ROLES AND RESPONSIBILITIES</b>	
<b>2.1</b>	<b>Committee responsible for pay policy</b> The Board of Trustees has delegated to the CEO to propose the annual pay policy to the Finance & Audit Committee. This will follow consultation with the Leadership Team. The Finance & Audit Committee shall review and then recommend the annual pay policy to the Board of Trustees. The Board of Trustees shall consult with the HR Committee on the Finance & Audit Committee's recommendation. The terms of reference for the Finance & Audit and the HR Committee are attached as Appendix C. Staff will be consulted on the Policy prior to formal adoption by the Board of Trustees.	
<b>2.1.1</b>	<b>Committee responsible for performance pay awards</b> The Board of Trustees has delegated to Local Governing Bodies the award of performance related pay increases, which will be proposed by each school's Headteacher in line with Trust policies and procedures. The award of performance related pay increases for Headteachers will be ratified by the HR Committee, which will have regard to the proposal by the Local Governing Body. The award of performance pay progression for the CEO will be determined by The Board of Trustees and is on the same basis as the Headteachers. The pay range of the CEO is determined using the methodology provided by Cranwell Consultancy (appendix E). Those making pay decisions will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation has been made on the basis of evidence and in accordance with the Policy, that correct procedures have been followed and that it is affordable within the school's approved budget. The Local Governing Body and HR Committee will monitor the effectiveness of the Performance Management process and ensure that the allocation of pay is consistent with the overall standard of performance in the school and the outcomes for pupils.	

2.2	<p><b>Performance Management</b></p> <p>Performance Management is a developmental and supportive process designed to ensure that teachers have the skills and support they need to carry out their role and that they continue to improve their professional practice throughout their careers. Performance management reviewers will be responsible for the performance management process, in accordance with the Performance Management Policy. Performance Management objectives will be moderated across the schools to ensure consistency and fairness in pay decisions. The Performance Management Review Statement will include a pay recommendation which will be made by:</p> <ul style="list-style-type: none"> <li>• The Headteacher or delegated authority for Main Pay Range teachers and support staff</li> <li>• The Headteacher for Upper Pay Range and Leadership Range teachers</li> <li>• The Headteacher’s Performance Management Review Panel is carried out by Governors with an adviser, if desirable.</li> <li>• The CEO Performance Management Review will be overseen by the HR Committee (see HR Committee 2.5 Terms of Reference) with an external adviser.</li> </ul>	
2.2.1	<p><b>Application for the Upper Pay Range</b></p> <p>The Headteacher will assess applications from teachers to be paid on the Upper Pay Range as set out in section 7 of this policy and will make a recommendation to the Local Governing Body on whether the teacher should progress to the Upper Pay Range and that it is affordable within the school’s approved budget.</p>	
2.3	<p><b>Staffing Structure</b></p> <p>The Local Governing Body will, having regard to the advice and recommendation of the CEO, who shall consider the structure proposed by the Headteacher determine, monitor and review the school staffing structure and that it is affordable within the school’s approved budget. The staffing structure sets out the number and pay ranges for all posts within each school.</p>	
2.4	<p><b>Leadership Group and Lead Practitioners</b></p> <p>The Local Governing Body will be responsible for determining the starting salary, and for making pay progression decisions, for posts on the Leadership and Lead Practitioner Pay Ranges, in line with this policy.</p> <p>The Board of Trustees would approve the starting salary for the CEO and Headteachers.</p>	
2.5	<p><b>Other Teachers</b></p> <p>The Local Governing Body will be responsible for determining the starting salary, and for making pay progression decisions, for teachers on the Unqualified, Main and Upper Pay Ranges, in line with this policy. Such decisions shall be approved by the Local Governing Body.</p> <p>The CEO will be responsible for determining the starting salary, and for making pay progression decisions for centrally employed Trust staff. Such decisions shall be approved by the Board of Trustees.</p>	
2.6	<p><b>Support Staff</b></p> <p>The Headteacher will be responsible for determining the starting salary, and for making pay progression decisions, for all support staff, in line with this policy. Such decisions shall be ratified by the Local Governing Body.</p> <p>The CEO will be responsible for determining the starting salary, and for making pay progression decisions for all centrally employed Trust staff in line with this Policy. Such decisions will be ratified by the Board of Trustees.</p>	

<b>3. PAY TIMETABLE</b>			
<b>Date</b>	<b>External</b>	<b>Internal</b>	
April	Inflationary Pay Award for support staff	Complete PM review for support staff. Pay Progression decision effective for support staff	
July	Budget set	In accordance with the agreed Scheme of Delegation within the Trust	
Sept/Oct		Complete PM review for teachers	
By 31 October	Inflationary Pay Award for teachers	Pay Progression decision effective for teachers, backdated to September 1	
By 31 October	Deadline for applications to the Upper Pay Range		
31 October (last day of half term)		Notify teachers of annual pay review decision	
31 Dec. (last day of term)		Notify Headteacher of annual pay review decision	
<b>Setting and Reviewing Pay</b>			
<b>3.1</b>	Salaries will be determined only in the circumstances set out below.		
	An individual salary range and starting salary will be determined where a new appointment is made, in accordance with the relevant sections of this Policy.		
<b>3.1.1</b>	The salary of individual posts will be reviewed at such times as appropriate where there are significant changes in the responsibilities or duties of the post which warrant such a review.		
<b>3.1.2</b>	The salary of individual posts may be reviewed where, the setting of a salary for a new appointment, or a change of salary in the circumstance, see Section 9, makes such a review necessary to maintain consistency and fairness.		
<b>3.1.3</b>	The salary, within the established range, of individual staff will be reviewed annually on or after: <ul style="list-style-type: none"> <li>• 1 September, but no later than 31 October (teachers)</li> <li>• 1 September, but no later than 31 December (Headteachers/CEO)</li> <li>• 1 April (support staff)</li> </ul>		
<b>3.2</b>	Inflationary increases – Teachers’ and Leadership Pay Ranges		
	The Trust will ensure that the values of the minimum point of each pay range in this Policy are in line with the minimum of the corresponding ranges set out in the Teachers’ Pay and Conditions Document. The values of points on the scales above the minimum will be determined annually by the Trustees. In making its determination the Trustees will have regard to any national pay award and any requirements set out in Teachers’ Pay and Conditions.		
	The salaries of individual teachers will increase accordingly		
<b>3.2.1</b>	Inflationary increases – Teacher Allowances		
	The minimum values of TLR1, TLR2 and the SEN Allowance payable to individual teachers will be increased in line with the minimum of the corresponding Allowances set out in the Teachers’ Pay and Conditions Document. The values of Allowances in excess of the minimum will be determined annually by the Trustees. In making its determination the Trustees will have regard to any national pay award and any requirements set out in Teachers’ Pay and Conditions.		

3.2.2	The values of all other allowances are discretionary and will not increase other than where a re-determination of the value is deemed appropriate due to a change in the nature of the associated responsibilities or duties.	
3.2.3	<b>Support Staff</b>	
	The values of the salary points on the Local Government Pay Scale will be increased in accordance with the nationally negotiated pay award and applied to individual staff. The values of other salaries will be determined annually by the Trustees. In making its determination the Trustees will have regard to any relevant national pay award.	
	All staff will be informed in writing of their pay determination and the rationale for it with each year according to the Pay Timetable and at any other time when a salary review takes place.	
	<b>4. TEACHERS' PAY</b>	
	<p><b>Qualified teachers</b> will be paid on the Main Pay Range or the Upper Pay Range.</p> <p>The Pay Ranges in this Trust have been divided into progression stages.</p> <p>Teachers on the Main Pay Range will be paid on the eleven-point scale on the Main Pay Range as set out below</p> <p>Teachers on the Upper Pay Range will be paid on the three-point scale on the Upper Pay Range as set out below.</p>	
4.1	<u>Main Pay Range</u>	
	See Appendix D Pay Scales	
4.2	<u>Upper Pay Range</u>	
	See Appendix D Pay Scales	
	<b>Unqualified Teachers</b> will normally be paid on the Unqualified Pay Range. The Pay Range for Unqualified teachers in this Trust has been divided into progression stages as follows:	
4.3	<u>Unqualified Teachers Pay Range</u>	
	See Appendix D Pay Scales	
	Where an unqualified teacher is on a recognised "route into teaching" programme, the Local Governing Board on the advice of the Headteacher may exercise its discretion to pay him/her on the Main Pay Range having regard to his/her skill, qualifications and experience.	
4.3.1	<p>Where a <b>Lead Practitioner</b> post(s) is (are) included in the Staffing Structure, each Lead Practitioner will be paid within a specified range, within the Pay Range for Lead Practitioners.</p> <ul style="list-style-type: none"> <li>• In setting the specified Range, the Local Governing Board will determine the number and value of performance pay progression stages within that range.</li> <li>• Different Lead Practitioner posts may have a different specified range, having regard to the challenge of the individual post and pay differentials within the school.</li> </ul>	
	<b>5. PAY ON APPOINTMENT</b>	
	The salaries of new staff will be set within the Pay Range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be	

	<p>taken of;</p> <ul style="list-style-type: none"> <li>• the skills, experience and relevant qualifications of the individual;</li> <li>• market conditions;</li> <li>• any specific restrictions set out in the Teachers’ Pay &amp; Conditions Document;</li> <li>• the employee’s current salary level;</li> <li>• the agreed budget of the school</li> </ul> <p>Newly Qualified Teachers in their first year will normally be paid on the minimum of the Main Pay Range.</p> <p>There is no assumption that an employee will be paid the same rate they were being paid in a previous school.</p>	
	<p><b>6. PAY PROGRESSION BASED ON PERFORMANCE</b></p>	
	<p>Decisions regarding annual pay progression within the relevant ranges, set out above, will be made with reference to teachers’ performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.</p> <p>The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.</p>	
<p><b>6.1</b></p>	<p>Decisions on performance pay progression will be based on an assessment of the <u>overall</u> performance of the teacher.</p> <p>A teacher will be eligible for annual performance pay progression where they:</p> <ol style="list-style-type: none"> <li>1) have been assessed as meeting all of the teaching standards, throughout the assessment period;</li> <li>2) have had their teaching assessed as at least good <u>overall</u> during the assessment period; <ol style="list-style-type: none"> <li>a. Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching <u>overall</u></li> <li>b. Lead Practitioners will be expected to demonstrate outstanding teaching <u>overall</u></li> </ol> </li> <li>3) have been assessed as meeting the requirements of their job description/job role;</li> <li>4) meet their individual performance management objectives; Consideration will be given where factors beyond the teacher’s control have impacted on their ability to meet objectives;</li> <li>5) have demonstrated a personal responsibility for identifying and meeting their CPD needs.</li> </ol> <p>The evidence which will be considered in assessing performance will include:</p> <ul style="list-style-type: none"> <li>• pupil progress data;</li> <li>• quality of teaching against the Teaching Standards, including observed practice;</li> <li>• self-assessment;</li> <li>• professional dialogue;</li> <li>• received feedback;</li> <li>• performance management statements;</li> <li>• CPD records.</li> </ul> <p>And in the case of Upper Pay Range teacher and Lead Practitioners, evidence</p>	

	<p>of their contribution beyond their own classroom and their impact on the wider school and/or Trust.</p> <p>Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.</p>	
<b>6.2</b>	<p><b>Decision to progress</b></p> <p>Where all of the performance pay progression criteria set out in 6.1 above are met, the teacher will move up to the next Performance Pay Progression Stage (where schools operate an 11-point scale it is usual to award 2 points for fully meeting and 1 for partial meeting of PM criteria).</p> <p>Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>	
<b>6.3</b>	<p><b>Decision not to progress</b></p> <p>Where the performance pay progression criteria in 6.1 are <b>not</b> met, the teacher will not receive any performance pay progression. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the teacher will be supported through the performance management process to improve their performance.</p>	
	<b>7. MOVEMENT TO THE UPPER PAY RANGE</b>	
	<p>Any qualified teacher on the Main Pay Range may apply to be paid on the Upper Pay Range once per year. It is the responsibility of the teacher to decide whether or not they wish to submit an application. Applications must:</p> <ul style="list-style-type: none"> <li>• be made on the appropriate application and submitted to the Headteacher;</li> <li>• be submitted by 31 October* in each year (late applications will not be accepted unless there are exceptional circumstances e.g. serious illness).</li> </ul>	
<b>7.1</b>	<p><b>The Criteria</b></p> <p>An application will be successful, if the Headteacher and the Local Governing Body are satisfied that:</p> <ul style="list-style-type: none"> <li>• the teacher is highly competent in all elements of the teaching standards; and,</li> <li>• the teacher’s achievements and contribution to the school are substantial and sustained.</li> </ul> <p>In this Trust, this means that the teacher has consistently:</p> <ul style="list-style-type: none"> <li>• demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period;</li> <li>• been assessed as meeting their performance management objectives over a sustained period;</li> </ul> <p>and in addition that;</p> <ul style="list-style-type: none"> <li>• teaching has been rated as good <u>overall</u>, with some outstanding, over a sustained period;</li> <li>• the teacher has demonstrated over a sustained period an ability to support some pupils to exceed expected levels of progress/achievement;</li> <li>• the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and pupils’ learning;</li> </ul>	



	<ul style="list-style-type: none"> <li>• the teacher has demonstrated that they have made an impact on the school beyond their own class/group(s) over a sustained period. This may include <ul style="list-style-type: none"> <li>○ demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;</li> <li>○ contributing to policy and practice which has improved teaching and learning across the school;</li> </ul> </li> </ul> <p><u>Sustained</u> means maintained continuously over a period of at least 3 school years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year within the Trust, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher's previous school.</p> <p>The school will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period.</p>	
<b>7.2</b>	<p><b>The Assessment</b></p> <p>The Headteacher will assess all applications to be paid on the Upper Pay Range and their recommendation will be considered by the LGB.</p> <p>The Headteacher will use the evidence contained in the teachers' performance management review paperwork to make their assessment.</p> <p>A teacher who has not been at the Trust for all of the 3-year assessment period, should provide their performance management review statement(s) from their previous employment with their application.</p> <p>A teacher may, if they wish, provide additional evidence to support their application, but is not obliged to do so.</p>	
<b>7.3</b>	<p><b>Procedure</b></p> <p>The Headteacher will discuss their recommendation with the teacher and the Local Governing Body will confirm the decision by 31 December.</p> <p>Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.</p> <p>Where the application is not successful, the Headteacher will provide feedback and the teacher will be provided with advice and support through the performance management process to develop their skills with a view to them making a future successful application.</p> <p>Teachers have the right to appeal any decision not to move them onto the Upper Pay Range. The appeals procedure is at Appendix A of this Policy.</p>	
	<b>8. ADDITIONAL ALLOWANCES</b>	
	<b>Teachers on the Main or Upper Pay Ranges may be paid an additional allowance as follows:</b>	
<b>8.1</b>	<b>Teaching and Learning Responsibility (TLR) Payments</b>	
<b>8.1.1</b>	<p>There are 3 TLR levels: TLR1, TLR2 and TLR3</p> <p>TLRs may be awarded to teachers on the Main or Upper Pay Range. A teacher may not be in receipt of more than one TLR1 or TLR2 concurrently.</p> <p>Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, will be set out in the staffing structure.</p> <p>TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.</p> <p>TLR3 Allowances are paid for a fixed-term period, for delivery of a significant responsibility in relation to a clearly time-limited school improvement or one-</p>	

	<p>off externally driven project.</p> <p>The Headteacher will determine what projects should attract a TLR3 Allowance and the value of those Allowances having regard to the context, nature and complexity of the responsibility.</p> <p>The Headteacher will invite teachers to express interest in relevant projects and will allocate TLR3s on the basis of an assessment, through professional dialogue, of which teacher has the relevant skills and knowledge required for the specific project.</p> <p>In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.</p> <p>Where a TLR is awarded, written notification will be given to the teacher of:</p> <ul style="list-style-type: none"> <li>• the nature of the significant responsibility;</li> <li>• the level of the payment;</li> </ul> <p>in the case of TLR3, the date on which the Allowance will end.</p>	
<b>8.1.2</b>	<b>Special Needs Allowances</b>	
	<p>There is one special needs allowance consisting of a minimum and maximum amount.</p> <p>The Headteacher shall recommend to the Local Governing Body, who will determine which posts which will attract a SEN Allowance according to the criteria set out in the Teachers Pay &amp; Conditions Document which relate to teaching SEN pupils, and the amount of the Allowance in each case.</p> <p>Where a post attracts a SEN allowance the amount of the allowance will be determined in each case by reference to:</p> <p>whether any mandatory qualification is required;</p> <ul style="list-style-type: none"> <li>• the qualification and/or expertise of the teacher relevant to the post;</li> <li>• the relative demands of the post.</li> <li>• its affordability within the school's approved budget.</li> </ul> <p><b>In determining the value of an SEN payment, due regard will be given to ensuring consistency, fairness and transparency.</b></p>	
<b>8.2</b>	<b>Unqualified Teacher Allowance</b>	
	<p>The LGB may determine that an additional Allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:</p> <ul style="list-style-type: none"> <li>• taken on a sustained additional responsibility which is:</li> <li>• focussed on teaching and learning; and</li> <li>• requires the exercise of a teachers' professional skills and judgement:</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• qualifications or experience which bring added value to the role s/he is undertaking.</li> <li>• its affordability within the school's approved budget.</li> </ul> <p>The LGB will determine the amount of any such allowances having due regard to consistency, fairness and transparency.</p>	
	<b>9. LEADERSHIP GROUP PAY</b>	
	<p>The Pay Range for Leadership Posts in this Trust has been divided into Pay Progression Stages as set out in Appendix D and the Salary Range for Headteachers will be determined as set out below and will consist of a range of 7 progression stages. The Salary Range for Deputy and Assistant Headteachers shall consist of 5 progression stages.</p>	
<b>9.1</b>	The LGB will determine the group size of the school with reference to pupil	

	<p>numbers as set out in STPCD and determine appropriate Salary Ranges for each Leadership Post, normally within the Group Size.</p> <p>The Board of Trustees will determine appropriate salary ranges for the CEO and Headteacher, with reference to pupil numbers as set out in the STPCD.</p> <p>Where a person is appointed as Headteacher of more than one school on a permanent basis, the group size and Salary Range will be determined by reference to the combined pupil numbers of all the schools and the overall responsibility of the post.</p> <p>In recommending to the Trust the individual Salary Ranges for Leadership Posts, the LGB will:</p> <ul style="list-style-type: none"> <li>• take account of all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations;</li> <li>• have regard to appropriate pay differentials with other staff;</li> <li>• confirm its affordability within the school’s approved budget.</li> </ul> <p><sup>1</sup>The Salary Ranges of Deputy and Assistant Headteachers must not exceed the Group Size of the school</p> <p>Where the Trust determine a higher than normal salary is warranted for the headship, the Salary Range of the Headteacher may exceed the Group Size of the school, subject to the total salary, including any temporary payment made under Section 10 below, not exceeding 25% above the Group Size, other than in exceptional circumstances in which case:</p> <ul style="list-style-type: none"> <li>• a business case must be approved by the Trust;</li> <li>• the Governing Body must seek advice from the Trust</li> </ul>	
<b>9.1.1</b>	<p>When recommending to the Trust HR Committee the starting salary of a newly appointed member of the Leadership Group, the Local Governing Body will have regard to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range and its affordability. The starting salary will allow for performance progression over time.</p>	
<b>9.1.2</b>	<p>Progression within the Salary Range will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy. Determination of whether there has been “sustained high quality of performance” will be made in accordance with the criteria outlined in Appendix B of this Policy.</p>	
<b>9.1.3</b>	<p>Where the LGB is satisfied that there has been a sustained high quality of performance, the employee will move up to the next Performance Pay Progression Stage.</p> <p>Where performance is considered to be exceptional, the LGB may move the employee up two progression stages.</p> <p>Where the Board of Trustees is satisfied that there has been a sustained high quality of performance for the CEO or Headteacher (on the recommendation of the LGB) will move up to the next Performance Pay Progression Stage.</p> <p>Where performance is considered to be exceptional, the Trustees may move the employee up two progression stages</p>	
	<p>Performance Progression is limited to the maximum of the Salary Range as determined in section 9 above.</p> <p>Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made.</p>	
<b>9.1.4</b>	<p>Where the employee’s performance is assessed as not being of a sustained high quality, they will not be any performance pay increase. A decision not to award a performance pay increase may be made without recourse to capability procedures. However, those who fail to meet the minimum</p>	

	standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures. Where a decision not to progress is made, the employee will be supported through the performance management process to improve their performance.	
	<b>10. ADDITIONAL PAYMENTS TO TEACHERS</b>	
<b>10.1</b>	Temporary Payments to the Headteacher	
	The Trust or LGB may determine that an additional temporary payment be made to the Headteacher for clearly defined responsibilities or duties which are in addition to, and have not previously been taken into account in setting, the permanent Salary Range under section 9 above. The total sum of any additional payments set out in this section (and in 9 above) will not exceed 25% of the value of the Headteacher's point on the Leadership Pay Spine.	
	Except where specified, the following payments may not be made to members of the Leadership Group. Where relevant, any additional payments to a Headteacher must be made as part of their permanent Salary Range (as set out in section 9 above) or as a temporary payment (as set out in 10.1 above).	
<b>10.2</b>	The Trust does not make payments for CPD outside of the school day.	
<b>10.3</b>	The Trust may make payments for Initial Teacher Training activities.	*pending 2018/2019 review
<b>10.4</b>	Where a teacher at the school undertakes 1:1 Tuition outside of the school day, they will be paid an out of school learning allowance payment of £25.82 per hour. Where a part-time teacher at the school undertakes 1:1 Tuition during the school day they shall be paid their normal hourly rate.	
<b>10.5</b>	<b>Provision of services to another school(s)</b> The Trustees, or LGB may authorise teachers, including Leadership Group, to undertake additional responsibilities and activities relating to the raising of standards in one or more other school. Where such an agreement is authorised, the Trustees will determine, what, if any, payment should be paid to the teacher and/or to other staff, in recognition of the associated additional responsibility and how much shall be retained by the school to cover associated costs such as administration or supply cover. Any payment to the Headteacher will be made under 10.1 of this Policy. Payments to other staff may include acting arrangements, temporary TLR3s or such other payment as the Trustees considers appropriate under Paragraph 26.1 of TPCD. <b>All such payments are temporary with no entitlement to safeguarding when they cease.</b>	
<b>10.6</b>	<b>Recruitment and Retention Payments and Incentive</b> The Trustees or LGB may authorise, on a case by case basis, a payment or incentive to secure the recruitment, and/or to retain the services, of a teacher. In authorising such a payment, the following factors will be considered: <ul style="list-style-type: none"> <li>that there is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience;</li> </ul>	

	<ul style="list-style-type: none"> <li>• that there is a need to retain the skills, qualifications or experience of an individual;</li> <li>• whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school;</li> <li>• available financial resources within the schools approved budget;</li> <li>• market forces.</li> </ul> <p>Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.</p> <p>Any such payment will be confirmed in writing, including details of:</p> <ul style="list-style-type: none"> <li>• whether it is for the purpose of recruitment or retention;</li> <li>• the nature of the payment or incentive;</li> <li>• if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time;</li> <li>• the basis for any uplifts where applicable;</li> <li>• the date which the payment/incentive will be reviewed;</li> <li>• the affordability within the agreed school budget.</li> </ul> <p><b>Leadership Group may only receive payments under this Section for reasonably incurred housing or relocation costs.</b></p>	
10.7	<p><b>Acting Arrangements</b></p> <p>Where a teacher is assigned and carries out the duties of a Headteacher, Deputy Headteacher, or Assistant Headteacher, but has not been appointed in an acting capacity the Trustees shall, within four weeks, determine whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay &amp; Conditions Document.</p>	
	<p><b>11. PART TIME TEACHERS</b></p>	
	<p>Teachers who work less than a full day or week are deemed to be part-time. The proportion of full-time will be calculated in accordance with the Teachers Pay &amp; Conditions Document as follows:</p> $\frac{\text{Teacher's timetabled teaching time}}{\text{School's timetabled teaching time}} = \text{part-time percentage}$ <p>Part-time teachers will be expected to work a corresponding proportion of directed time and will receive a corresponding proportion of a full-time salary.</p>	
	<p><b>12. SHORT NOTICE/SUPPLY TEACHERS</b></p>	
	<p>Teachers who are engaged directly and work on a day-to-day basis or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers.</p> <p>Supply teachers working a whole day, including directed time, will initially have their salary calculated as an annual amount; it will then be divided by 195 and multiplied by the number of days worked.</p> <p>Supply teachers working less than a full day will be hourly paid. The salary will be calculated as an annual amount and then divided by 1265 to determine the</p>	

	hourly rate, which will then be paid for hours worked, including any agreed payment for directed time.	
	<b>13. SUPPORT STAFF PAY</b>	
	The salary of support staff is as set out in their contract of employment.	
<b>13.1</b>	<p><b>Starting salary</b></p> <p>The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, account will be taken of;</p> <ul style="list-style-type: none"> <li>• the skills, experience and relevant qualifications of the individual;</li> <li>• market conditions.</li> </ul>	
<b>13.2</b>	<p><b>Pay Progression</b></p> <p>Annual progression within any pay range set out in the contract of employment, will be subject to the employee meeting the expectations as determined through the performance management process.</p>	
<b>13.3</b>	<p><b>Part-time staff</b></p> <p>Support staff who work less than a full day, week and/or year are deemed to be part-time. The proportion of full-time will be calculated as follows: Hours per week x weeks per year ----- 37 x 52.14</p>	
	<b>14. SALARY SACRIFICE SCHEMES</b>	
	The Trust does not operate any Salary Sacrifice Schemes.	
	<b>15. PENSIONS</b>	
	<p>All regular salary payments and additional allowances and payments to staff within this policy, with the exception of some recruitment and retention benefits, are pensionable.</p> <p>Note: Full-time teachers in the Final Salary Pension Scheme cannot be members of the Teachers' Pension Scheme for a second job (eg 1:1 tuition at another school). They can however join the Local Government Pension Scheme for this secondary employment.</p>	
<b>15.1</b>	The Trust will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Trust recognises that, where this to be done, the DfE and/or pension regulator, where appropriate, may use their powers to substitute a notional salary for calculation of pension.	
	<b>16. SALARY SAFEGUARDING/PROTECTION</b>	
	<p>The Trustees will ensure appropriate salary protection/ safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document and for support staff in accordance with the Trust's Redundancy and Re-organisation Procedure.</p> <p>Employees in receipt of safeguarding will be expected to undertake</p>	

	commensurate work.	
	<b>17. STAFFING BUDGET</b>	
	The amount of money allocated to implementing the Pay Policy will be determined at the beginning of each financial year through the budget allocation process of each school as set out in the agreed Scheme of Delegation. The Trust will endeavour to ensure that appropriate funding is allocated for performance pay progression at all levels.	
	<b>18. EQUALITIES</b>	
	The Trust recognises the principle of equal pay for work of equal value in the implementation of this policy. The Trustees will take into account the salaries payable in comparable establishment, where possible, in setting pay levels. All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.	
	<b>19. OVER/UNDER PAYMENTS</b>	
	The Trust shall be entitled to deduct from your salary any money which you may owe to the school at any time. Support staff working less than 52 weeks have their annual salary spread evenly over 12 months, whereas their working hours are spread unevenly across the year due to school closure periods. When they leave employment, a calculation will be made to assess any over- or under-payment arising from this arrangement, and any over or underpayment will be adjusted in their final pay. Employee will be notified in advance of any adjustment. Should an overpayment occur in other circumstances the employee will be notified in writing of the full amount of the overpayment and agreement will be sought about a reasonable repayment schedule. In the absence of such an agreement the Trust will determine a reasonable recovery schedule, usually not exceeding 5% of the monthly gross, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement. Recovery of overpayments will be pursued in the case of former employees. In the case of underpayments, the Trust will apply appropriate refunds as soon as possible. Employees are expected to draw to the attention of the Headteacher any overpayment or underpayment as soon as possible. The Employer is expected to draw to the attention of the employee any overpayment or underpayment as soon as possible.	
	<b>20. MONITORING</b>	
	The Finance and Audit and HR Committees will monitor the outcome and impact of this policy annually assess its effect and continued compliance with	

	<p>equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of teachers and the correlation between this and performance management reviews and outcomes for pupils.</p> <p>The pay of individual staff will remain confidential – shared only with those responsible for making pay decisions and managing administrative matters.</p>	
	<b>21. APPEALS PROCEDURE</b>	
	<p>Staff have the right to make representations and to appeal about any aspect of their pay or pay progression in accordance with the appeals procedure within the policy, which meets, as a minimum, the statutory requirements on disputes resolution.</p> <p>Pay recommendations will be contained within Performance Management Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.</p>	
<b>21.1</b>	<p>An employee may make a formal appeal against any decision on pay, which must be submitted in writing within 10 working days of receipt of written notification of that decision.</p> <p>The grounds of appeals are that the decision maker(s):</p> <ul style="list-style-type: none"> <li>• incorrectly applied the provisions of the Teachers’ Pay &amp; Conditions Document / national / local terms and conditions</li> <li>• failed to have proper regard for statutory guidance;</li> <li>• failed to take proper account of relevant evidence and/or took account irrelevant or inaccurate evidence;</li> <li>• were biased; or otherwise unlawfully discriminated against the employee.</li> </ul>	
<b>21.2</b>	<p>Appeals will be heard by the HR Committee.</p> <p>The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a recognised Trade Union.</p> <p>The procedure for the conduct of the appeal meeting is at Appendix A.</p> <p>Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.</p> <p>The decision of the HR committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.</p> <p>The decision of the HR Committee is final and there is no recourse to the staff grievance procedure.</p> <p>The Headteacher shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the HR Committee.</p> <p>The role of the HR Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.</p>	



## **22. APPENDIX A – HR COMMITTEE APPEALS MEETING PROCEDURE**

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Local Governing Body and, the members HR Committee.

The Headteacher should attend to provide information and advice (except where s/he is the appellant).

1. Introductions and opening remarks
2. Member of staff and/or representative to present case
3. Local Governing Body representative to ask questions
4. HR Committee to ask questions
5. Local Governing Body to respond
6. This may include calling on the Performance Management Reviewer and/or a member of the Local Governing Body/Headteacher where they are not presenting the case to add any relevant information / answer question (where applicable]
7. Member of staff and/or representative to ask questions
8. HR Committee to ask questions
9. Employee or representative to make closing statement
10. School to make closing statement
11. Both parties withdraw to allow HR Committee to consider their decision
12. Either both parties invited back to hear decision or the decision will be communicated in writing within two working days.

### **23. APPENDIX B: PERFORMANCE PAY PROGRESSION - LEADERSHIP**

To achieve progression on the Leadership Pay Scale, the School Teachers' Pay and Conditions Document (STPCD) requires individuals to have demonstrated sustained high quality performance. In making judgements against this criterion and in determining whether there should be progression the Trustees will consider whether the individual has grown professionally by developing their leadership; and (where relevant), teaching, expertise.

In considering whether there has been professional growth, the Trust will consider whether the following description of a person on the leadership scale has been met:

- Those on the leadership spine play a critical role in the life of the school.
- They inspire those around them and work with others to create a shared strategic vision which motivates pupils and staff.
- They take a lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others
- They have confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

To achieve progression (and for the above to be satisfied), there will need to have been a successful performance management review.

A successful performance management review involves a process of:

- a. Performance Management objectives, linked to school improvement priorities, pupil's outcomes raising levels of achievement and attainment, leaderships and management skills and competencies, personal development;
- b. Performance against the teaching standards including observed practice;
- c. Performance against any other relevant Standards (eg the Headteacher Standards)
- d. Other evidence, including of professional development/growth.

*Note: The Trustees expect that a teacher's performance objectives will define what needs to be achieved to demonstrate that the individual has grown professionally by developing their leadership and (where relevant) teaching expertise.*

## **24. APPENDIX C: HR & FINANCE and AUDIT COMMITTEE TERMS OF REFERENCE**

### **Finance and Audit Committee Terms of Reference**

#### **1. POWERS OF THE BOARD OF TRUSTEES**

- 1.1. The Trustees of the Trust Board shall establish the Finance and Audit Committee as a Trust Committee as empowered by the Trust's Articles of Association (Article 100b).
- 1.2. The Trustees shall determine and approve the Committee's Terms of Reference and shall review the Terms at the start of each academic year (Article 101).
- 1.3. The Trustees shall determine and approve the delegation of powers, responsibilities and duties to the Committee and shall review this Scheme of Delegation at the start of each academic year (Article 105).
- 1.4. The Trustees shall have the right to intervene in the governance of an individual School where it has serious cause for concern that there is financial mismanagement or failure to operate within budget.

#### **2. POWERS OF THE FINANCE & AUDIT COMMITTEE**

The Committee shall exercise the powers, responsibilities and duties delegated by the Trust Board as set out in the Terms of Reference and Scheme of Delegation, and in particular:

- 2.1. shall prepare and recommend to the Trust Board the Trust and School Financial Regulations and Procedures which shall comply with relevant statute and regulation, the Trust's Scheme of Delegation and the decisions of the Trustees (SoD 5.1-2),
- 2.2. shall review, recommend to the Trust Board and monitor the individual School one (1) year budgets that are proposed by each Local Governing Body with a specific responsibility to ensure that budgets do not go into deficit (SoD 5.15-16),
- 2.3. shall review, recommend to the Trust Board and monitor the Trust one (1) year budget which shall consolidate individual School budgets with Trust central costs and charges. It shall also have specific responsibility for ensuring that the Trust budget does not go into deficit (SoD 5.6-8),
- 2.4. shall seek to identify and propose to the Trust Board opportunities for the Trust to achieve financial and resource efficiencies for member academies through joint commissioning and procurement,
- 2.5. shall review and approve the Trust and School Interim Year End financial reports prior to audit (SoD 5.10 & 5.17),
- 2.6. shall review and propose to the Trust Board the appointment and any subsequent re-appointment of the Trust's auditors (SoD 5.4),
- 2.7. shall plan and oversee the statutory audit of Annual Accounts for the Trust and each School,
- 2.8. shall review and recommend to the Trust Board the audited Annual Accounts and Financial Statements in accordance with relevant statutes and regulations (SoD 5.11),
- 2.9. shall review and recommend to the Board the Trustees Annual Report for the Accounts (SoD 5.12),
- 2.10. shall prepare and recommend to the Trust Board a Trust action plan in response to the auditor's management letter and be responsible for its subsequent implementation (SoD 5.14),
- 2.11. shall plan, oversee and monitor the internal audit of the Trust and ensure School compliance with the Trust's financial regulations and procedures. In the event of any non-compliance shall recommend and implement appropriate actions to enhance compliance (SoD 5.1-2),
- 2.12. shall recommend intervention in the financial management of an individual school where it has serious cause for concern that there is financial mismanagement or failure to operate within budget (SoD 5.3),
- 2.13. shall prepare and approve policies relating to the Trust's financial governance and operation including;
  - 2.13.1. Procurement,
  - 2.13.2. Anti-Fraud and Corruption

2.13.3. Investment.

2.13.4. Disposal and write-off of stock assets

2.14. shall consider any proposals for Teachers Annual Pay Awards and Support Staff Annual Pay Awards and make recommendations on these to the Trust Board (SoD 3.7-8),

2.15. shall recommend to the Trust Board expenditure above the OJEU limit having completed the necessary procurement procedures (SoD 6.4) and

2.16. shall consider and respond to proposed compensation payments up to £50,000 or the limit set by the Education Funding Agency (SoD 6.5).

### **3. COMPOSITION AND APPOINTMENT OF THE FINANCE and AUDIT COMMITTEE**

3.1. The composition of the Finance and Audit Committee shall be as follows;

3.1.1. Specified Trustees with relevant knowledge, skills and expertise in finance, accountancy, compliance, commerce and business,

3.1.2. The Chief Executive Officer,

3.1.3. Such additional persons with finance, accountancy or commercial expertise who may be appointed by the Trust Board and

3.1.4. Such further Trust Trustees as the Trust Board may appoint in order to ensure that the Committee has a majority of Trustees.

3.2. The membership of the Committee is detailed below.

### **4. TERM OF OFFICE AND RESPONSIBILITIES OF COMMITTEE MEMBERS**

4.1. The Term of Office for all committee members is 4 years.

4.2. On appointment, committee members are each required to familiarise themselves and to agree to comply with;

4.2.1. the Trust Articles of Association,

4.2.2. the Trust Master and Supplementary Funding Agreements

4.2.3. the Trust Financial Regulations,

4.2.4. the Academies Finance Handbook,

4.2.5. these Terms of Reference,

4.2.6. current relevant financial legislation and guidance for academies.

### **5. MEETINGS OF THE COMMITTEE**

5.1. The Committee shall meet at least once per term and in particular;

5.1.1. The Committee shall meet at the times designated in the Trust Governance Planning Calendar

5.1.2. The members will receive notice of each meeting at least seven (7) clear days before the date of the meeting.

5.1.3. The agenda, papers and minutes of Committee meetings will be sent to the Clerk to the Trustees at the same time that they are issued to members

5.1.4. Minutes will be signed by the Committee' Chair at the next meeting to verify that the minutes are a true record.

5.2. Quorum for a meeting of the Committee will be half the membership of the committee provided that the majority of those present are Trust Trustees. The CEO, as Accounting Officer, must be in attendance at all meetings.

5.3. Each question to be decided at a meeting of the Committee shall be determined by a majority of votes of those members present and eligible to vote on the question. The Chair shall have the casting vote in the case of equal votes for and against the decision.

5.4. Trustees may join a meeting by telephone by prior request and in exceptional circumstances.

## **6. APPOINTMENT OF THE COMMITTEE CHAIRS**

6.1. The Trust Board shall appoint the Chair of the committee noting any recommendation from the Committee.

6.2. The Trust Board shall have the right to remove the Chair and/or Vice Chair, specifically in circumstances where they have cause for concern that there is financial mismanagement.

6.3. The term of office for the Chair and Vice-Chair will be 1 year. They shall be appointed at the first meeting of the Trust Board each school year.

## **7. APPOINTMENT OF A CLERK**

7.1. The Trust Board shall appoint a Clerk to the Committee.

## **DECLARATION**

**The Finance and Audit Committee at their meeting on 4<sup>th</sup> October 2018 resolved to adopt these Terms of Reference. A copy has been forwarded to the Clerk to the Trustees for the formal Trust Board records. These Terms of Reference will be reviewed annually at the start of the academic year.**

Signature G Rossetti  
(Chair of the Finance & Audit Committee)

Date of signature 4<sup>th</sup> October 2018

## **Committee membership 2018/2019**

Gillea Rossetti (Chair)

Dee Wood

James Wood

Peter Tidmarsh (CEO/Accounting Officer)

## HR COMMITTEE TERMS OF REFERENCE

### 1. POWERS OF THE BOARD OF TRUSTEES

- 1.1. The Trustees of the Trust Board shall establish the HR Committee as a Trust committee as empowered by the Trust's Articles of Association (Article 100B).
- 1.2. The Trustees shall determine and approve the Committee's Terms of Reference and shall review the Terms at the start of each academic year (Article 101).
- 1.3. The Trustees shall determine and approve the delegation of powers, responsibilities and duties to the Committee and shall review this Scheme of Delegation at the start of each academic year (Article 105).
- 1.4. The Trustees shall have the right to intervene in the governance of an individual School where it has serious cause for concern that there is a breakdown in the management of staff or a threat to the safety and well-being of the staff in that school.

### 2. POWERS OF THE HR COMMITTEE

The Committee shall exercise the powers, responsibilities and duties delegated by the Trust Board as set out in the Terms of Reference and Scheme of Delegation, and in particular:

- 2.1. Shall guide and support the Trust Board in fulfilling its legal and regulatory responsibilities for the employment of staff in ways that are appropriate to the Trust's vision, ethos and values,
- 2.2. Shall guide and support the Trust Board in developing a staff body with appropriate knowledge, skills and expertise to enable the Trust to fulfil its vision and achieve its strategic objectives,
- 2.3. Shall guide and support the Trust Board in monitoring and managing the working conditions, work/life balance and well-being of Trust employees including absence and sickness,
- 2.4. Shall review and recommend to the Trust Board policies relating to the employment and management of Trust staff as per the Trust's policy matrix (SoD 3.1-3);
- 2.5. Shall oversee the performance management review of the CEO and make recommendations to the Trust Board (SoD 3.7)
- 2.6. Shall review and respond to Local Governing Bodies' proposals for the redundancy of staff. In doing so, the Committee shall ensure that the proposals are compliant with relevant legal and regulatory requirements and with the Trust's relevant policies (SoD 4.19),and
- 2.7. Shall review and respond to a Local Governing Body's recommendations for compensation payments up to £50,000, having consulted with the Finance & Audit Committee on the financial implications of the proposals. The Committee shall ensure that the proposals are compliant with relevant legal and regulatory requirements and with the Trust's relevant policies (SoD 6.5).

### 3. COMPOSITION AND APPOINTMENT OF THE HR COMMITTEE

- 3.1. The composition of the Committee shall be as follows;
  - 3.1.1. Trustees with relevant knowledge, skills and expertise in human resources and personnel
  - 3.1.2. Chief Executive Officer,
  - 3.1.3. Persons with relevant knowledge, skills and expertise in human resources and personnel who will be appointed by the Trust Board,
  - 3.1.4. Further Trust Trustees such that the Committee has a majority of Trustees.
- 3.2. The membership of the Committee shall be detailed below.

### TERM OF OFFICE AND RESPONSIBILITIES OF COMMITTEE MEMBERS

- 3.3. The Term of Office for all committee members is 4 years.
- 3.4. On appointment committee members are each required to familiarise themselves and to agree to comply with;

- 3.4.1. the Trust Articles of Association,
- 3.4.2. the Trust Master and Supplementary Funding Agreements
- 3.4.3. these Terms,
- 3.4.4. current relevant legislation and guidance on the employment of staff.

**4. MEETINGS OF THE COMMITTEE**

- 4.1. The Committee shall meet at least once per term and in particular shall meet at the times as set out in the Trust Business Calendar.
- 4.2. The members will receive notice of each meeting 7 clear days before the date of the meeting.
- 4.3. The agenda, papers and minutes of Committee meetings will be sent to the Clerk to the Trustees when they are issued to members
- 4.4. Shall ensure that minutes are prepared which will be signed by the Committee Chair at the next meeting to verify that the minutes are a true record.
- 4.5. Quorum for a meeting of the Committee will be half the members of the Committee provided that more than half of those present are Trustees.
- 4.6. Each question to be decided at a meeting of the Committee shall be determined by a majority of votes of members present and eligible to vote on the question. The Chair shall have the casting vote in the event that the vote is tied.

**5. APPOINTMENT OF THE COMMITTEE CHAIR AND VICE CHAIR**

- 5.1. The Trust Board shall appoint the Chair and Vice Chair,
- 5.2. The Trust Board shall have the right to remove the Chair and/or Vice Chair, specifically in circumstances where they have cause for concern that the Committee is not fulfilling its responsibilities or in the case of misconduct.
- 5.3. The term of office for the Chair and Vice Chair will be 1 year and they shall be appointed at the first meeting of the Trust Board each school year.

**6. APPOINTMENT OF A CLERK**

- 6.1. The Trust Board shall appoint a Clerk to the Committee.

**DECLARATION**

**The HR Committee at its meeting on 2nd October 2018 resolved to adopt these Terms of Reference. A copy has been forwarded to the Clerk to the Trustees for the formal Trust Board records. These Terms of Reference will be reviewed annually at the start of the academic year.**

Signature L Duffin  
(Chair of the HR Committee)

Date of signature 2<sup>nd</sup> October 2018

**Membership of the Trust’s HR Committee**

<b><u>Trustees</u></b>
Lesley Duffin
Sue Sunderland
Brenda Jarvis
Peter Tidmarsh

## 25. APPENDIX D: PAY SCALES

<u>Main Scale</u>	17/18	18/19
Performance Progression Stage 1(minimum)	£24,018	24,859
Performance Progression Stage 2	£24,922	25,794
Performance Progression Stage 3	£25,828	26,732
Performance Progression Stage 4	£26,820	27,759
Performance Progression Stage 5	£27,815	28,788
Performance Progression Stage 6	£28,845	29,854
Performance Progression Stage 7	£29,878	30,924
Performance Progression Stage 8	£31,007	32,092
Performance Progression Stage 9	£32,139	33,264
Performance Progression Stage 10	£33,363	34,645
Performance Progression Stage 11 (maximum)	£34,934	36,157
<u>Upper Pay Range</u>		
Performance Progression Stage 1 (min)	£37,017	37,757
Performance Progression Stage 2	£38,346	39,113
Performance Progression Stage 3 (max)	£39,725	40,520
<u>Unqualified Teacher Range</u>		
Minimum:	£17,718	18,338
Performance Progression Stage 1	£19,650	20,338
Performance Progression Stage 2	£21,584	22,339
Performance Progression Stage 3	£23,517	24,340
Performance Progression Stage 4	£25,451	26,342
Maximum:	£27,384	28,342

### Allowances: 2018/2019:

TLR1 minimum	TLR1a	7814
TLR1 mid point	TLR1b	10518
TLR1 maximum	TLR1c	13222
TLR2 minimum	TLR2a	2707
TLR2 mid point	TLR2b	4658
TLR2 maximum	TLR2c	6612
TLR3 minimum	TLR3a	533
TLR3 mid point	TLR3b	1603
TLR3 maximum	TLR3c	2667
SEN minimum	SEN1	2136
SEN maximum	SEN2	4218



## Leadership Pay Scales

Group Sizes					Fringe Area	Fringe Area
				1	40,458	41,065
				2	41,447	42,069
				3	42,454	43,091
				4	43,489	44,141
				5	44,546	45,214
1				6	45,633	46,317
				7	46,835	47,537
	2			8	47,884	48,602
				9	49,055	49,791
				10	50,286	51,040
		3		11	51,561	52,334
				12	52,730	53,521
				13	54,021	54,831
			4	14	55,338	56,168
				15	56,684	57,534
				16	58,137	59,009
				17	59,485	60,377
				18a*	60,341	61,246
5				18b*	60,945	61,859
				19	62,429	63,365
				20	63,955	64,914
				21a	64,864	65,837
	6			21b	65,513	66,496
				22	67,108	68,115
				23	68,738	69,769
				24a	69,725	70,771
		7		24b	70,423	71,479
				25	72,140	73,222
				26	73,903	75,012
				27a	74,952	76,076
				27b	75,702	76,837

**DISCUSSION PAPER  
REMUNERATION OF A TRUST CEO**

**Introduction**

This paper proposes a methodology to calculate the remuneration of the Chief Executive Officer, written for Trustees and governors of schools forming a multi academy trust.

**Background**

- Leadership pay scales are set out in the School Teachers Pay & Conditions Document (STPCD), which is recommended to the Government by the School Teachers Review Body, a forum for negotiation and agreement between teacher employers and teacher union and professional associations such as NUT and ATL (now merged to form the National Education Union), NASUWT and NAHT. Once approved by the government it becomes statutory guidance for maintained schools.
- Many multi academy trusts seek to use STPCD as the basis for teacher pay, terms and conditions, having made a commitment to do so during TUPE consultation on the transfer of staff employment. It simplifies the process of negotiating annual pay awards and changes to terms and conditions with staff, unions and professional associations
- STPCD sets out how leadership scales should be calculated using a points system based on the number of pupils per key stage in a school (see sections 4-6). It includes *Leadership Groups* based on minimum and maximum points. It also sets out how Headteachers of more than one school should have their salary range calculated the aggregate points of the schools for which the Headteacher is responsible. However, STPCD does not include guidance for the remuneration for CEOs.
- STPCD leadership pay scales run from L1-L43 broken down into eight (8) groups with the entry point to Group 8 of 17,001 points. This equates to being a Headteacher of a secondary school of 1,500 students in Years 7-11 or the Executive Headteacher of a group of primary schools with a total of 2,400 pupils in Years R-6. A mixed group of secondary and primary schools led by Executive Headteacher could easily have a score of 25,000 points for which the current limit of L43 may not be adequate.
- A CEO may be combining that role with being a Headteacher with their time split for example 0.4 FTE as CEO and 0.6 FTE as Headteacher. STPCD does not set out how the combined salary might be remunerated.
- There may be other Trust leadership posts that other Headteachers may be fulfilling on a part-time basis. Again, STPCD does not set out how these might be remunerated.

**Proposed Methodology**

1. Use the STPCD formula for calculating the Executive Headteacher remuneration for the CEO's remuneration

Although the CEO may not be the Executive Headteacher of the Trust schools they will have accountability to the Trustees and the DfE for the performance of the Trust and its member schools. Therefore, it seems reasonable to use the same formula to calculate their trust-wide responsibility.

2. Use an extrapolation of STPCD leadership scales and group to extend the leadership range

STPCD leadership scales are based on reasonably consistent mathematical steps from L1 upwards. Therefore, it seems sensible to extrapolate the leadership scales using these steps to cover a group of schools with a large number of pupils.

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Similarly, it is possible to extrapolate the leadership groups using the same points range of groups 2-8 and the same points increment for the minimum of each group.

3. Use FTE to calculate a pro-rata salary for a post combining CEO and Headteacher

If a post has a split FTE then they should be used to calculate a pro-rata salary using the appropriate

leadership scale for each role.

4. Use the same principles to calculate remuneration for other posts

Roles such as primary leader or Deputy CEO can also have their remuneration calculated using the same formula and approach.

**Next Steps**

Trustees to determine whether to use this methodology to calculate CEO remuneration.

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EFSPT Pay Policy