



## Pay Policy – DCP 030

**Policy Owner:** Darren Luckhurst

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### Introduction

The success of the schools within the Drapers' Multi-Academy Trust (MAT) is dependent on our staff. It is our intention to recruit and retain high quality teachers and support staff, create a rewarding, supportive and safe environment in which to work and then set challenging targets for the development and improvement of our schools.

This policy sets out the framework for making decisions on staff pay. It has been designed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document for teaching staff and the Local Government Terms and Conditions for schools for non-teaching staff. Where the policy is not explicit those terms and conditions shall apply as appropriate.

### Scope

This policy applies to all staff of the Drapers' Multi-Academy Trust (MAT).

Each school within the MAT must ensure that the contents of this policy are communicated to all staff. This communication must be evidenced in writing and refreshed on an annual basis.

Each school within the MAT must publish this policy on its website.

### Definitions

<b>COO</b>	Chief Operating Officer
<b>Lead Practitioner</b>	A senior member of the teaching staff who performs the role of subject matter expert. They will be expected to provide advice on the syllabus and exams and provide coaching and support for other members of the faculty.
<b>LGB</b>	Local Governing Body, with delegated powers of governance from the board of the MAT.
<b>LGTCs</b>	Local Government Terms and Conditions for Schools
<b>MAT</b>	Drapers' Multi-Academy Trust.
<b>Safeguarding</b>	The process for protecting a salary level for a defined period when it would otherwise have been reduced by the withdrawal of a non-time specific allowance.
<b>Staff</b>	Anyone employed by the MAT.
<b>SEN</b>	Special Educational Needs
<b>STPCD</b>	School Teachers' Pay and Conditions Document



**Teaching Staff** Staff whose role is wholly or partly related to the education of pupils.

## **Policy**

### **Responsibilities**

1. The Principal of each school within the MAT must develop clear and transparent procedures for linking individual pay to responsibilities exercised, skills and experience required, and team and individual performance demonstrated. These procedures must be approved by the LGB.
2. All MAT schools must follow the requirements of the School Teachers' Pay and Conditions Document (STPCD) for teaching staff and the Local Government Terms and Conditions for Schools (LGTCs) for non-teaching staff.
3. Each Principal must consult with staff and school based union representatives regarding the pay procedures before each annual cycle and take into account any concerns or issues raised.
4. Each Principal must ensure that the requirements of the Performance Management Policy – DCP 033 have been met and that the connection between performance and pay decisions is clear and fair. The Principal must also ensure that all line managers have the knowledge and skills to perform their roles in the appraisal process in a fair and balanced manner.
5. The MAT is the body with the ultimate responsibility for all pay related decisions. All salary recommendations for teaching staff must be jointly proposed by Principal and Chair of the LGB. The COO must propose all salary recommendations for support staff. The salary proposals must be reviewed and approved by the MAT Remuneration Committee. The Committee's decision on all matters is final.
6. The COO is responsible for ensuring that all staff have an annual salary review, and are given a written statement setting out their salary and any other financial benefits to which they are entitled, also on an annual basis.
7. All line managers have the responsibility to conduct an annual appraisal of the staff that report to them and to ensure that the results are fed into the pay review process.
8. All staff have a responsibility to engage with the process and to ensure that all relevant information and documentation has been shared with their appraiser. Staff are responsible for keeping a record of their objectives and must provide a self evaluation, together with supporting evidence, to show their appraiser that they have been met.

### **Review Timetable**

9. All salaries are set annually, with the new rate applicable from the 1 September of each year.



10. All performance reviews and salary recommendations must be completed by the end of September of each year. The moderation and approval process must be completed by the end of October in order that the new salary information can be input into the payroll system before the November payment run. The COO will set a formal timetable for the review process and any increased amount due for September and October will be retrospectively paid in November.
11. Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay.
12. Where a pay determination leads, or may lead, to the start of a period of safeguarding, the COO will give the required notification as soon as possible.

### **Teaching Staff Pay Ranges**

13. The MAT will award the annual outcome of the School Teachers' Review Body recommendations to all pay points and allowances for all Teachers.
14. Each year, the COO must take the STPCD pay range for the academic year in question and apply a banding of nine points, starting at the bottom of the range and ending at the top. The gaps between each pay point should be broadly equal.
15. Each pay point must have a performance description based on each element of the Teachers Standards, with the progression to the next point requiring each of the requirements to be met in full. Pupil performance will be an important, although not the sole, determinant as to whether an acceptable standard has been achieved.
16. The pay point description document must be published to all teaching staff.
17. In addition to the standard pay range, three additional bands will be available for Lead Practitioners. This starting point for this range will be £5,000 above the highest pay point (Level 9) in the standard range. There will be two additional pay points above this level with increments of £2,500. This means that a Leading Practitioner at the top of the range will be able to earn £10,000 more than the top of the standard range. The requirements for each band will be published as part of the pay point description document.
18. There can only be one Lead Practitioner within any faculty, and the holder must be able to demonstrate that:
  - i. They have played a leadership role in developing, implementing and evaluating teaching practices that improve performance within their faculty and the school.
  - ii. Other members of the teaching staff have been able to benefit from these improved teaching practices



- iii. The improved performance has had a significant and measurable effect on pupil progress.
19. All Lead Practitioner roles must be included in the staffing complement that is approved by the LGB and individually approved by the Principal.
  20. Lead Practitioner roles are appointed by the Principal and must be approved by the LGB.

### **Teaching and Learning Responsibility Payments (TLRs)**

21. These payments are set within ranges defined by the STPCD. They represent allowances that are intended to reflect additional responsibilities taken on by teaching staff who perform a management or leadership role.
22. All TLRs must be approved by the LGB each year. The LGB must satisfy itself that each recipient of a TLR is performing a management or leadership role that is in addition to the responsibilities expected of a teacher at his or her level of seniority and experience.
23. Principals may recommend the payment of TLRs to members of teaching staff provided that the role satisfies the following criteria:
  - i. It is focused on teaching and learning and requires the exercise of the teacher's professional skills and judgement.
  - ii. It requires the teacher to lead, manage and develop a subject or curriculum area, or to lead and manage pupil development across the curriculum.
  - iii. It has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils.
  - iv. It involves leading, assessing, developing and enhancing the practices of other teaching staff.
24. Teaching staff will not be required to take on additional responsibilities that meet the criteria in section 23 above without being awarded an appropriate TLR.
25. It is generally expected that Faculty Heads or their equivalent will be entitled to TLR1 scale of payments, unless the size of the faculty is sufficiently small to only warrant a TLR2 scale payment.
26. It is generally expected that the Deputy Heads of Faculties and the Heads of Houses will be entitled to a TLR2 scale of payments.
27. Subject to LGB approval, it is at the Principals' discretion to determine which TLR scale a role will fit into, and which sub division within that scale is applicable, taking into account sections 25 and 26 above. The Principal should retain documentary evidence to support each decision.



28. A Principal may recommend a TLR3 payment if the responsibilities of the role are not permanent.
29. SEN allowances will be awarded according to the criteria set out in the STPCD.
30. TLR payments will cease, subject to safeguarding arrangements, where an individual no longer performs the relevant role or the role ceases to exist.

#### **Non-Consolidated Payments**

31. Where a teacher is at the highest point of their pay range, the Principal may, at his or her discretion, recommend a non-consolidated payment to reward performance above that normally expected of that level. A non-consolidated payment does not form part of the base salary but would be pensionable. The award is made for a single academic year and is paid in twelve equal instalments. The entitlement to a non-consolidated payment ceases should the teacher leave before the completion of the twelve-month period.
32. In exceptional circumstances, a Principal may recommend a non-consolidated bonus to a teacher who is not at the top of the range and whose performance, although exceptional, does not merit progression to the next salary point.
33. All non-consolidated payments must be approved by the LGB.

#### **Recruitment and Retention Payments**

34. In exceptional circumstances, the Principal may award an additional, temporary payment in order to attract or retain a particular teacher. Such payments effectively represent a bridge between the current pay level of a teacher and where they would expect to be, given their market rate.
35. Recruitment and retention payments must be made with reference to a pay point that is currently appropriate to the teacher in question and may not exceed the difference between that proposed salary level and the current salary of the teacher, subject to a cap of 10% of the proposed salary level.
36. Recruitment and retention payments may only be awarded to a teacher for two calendar years. After this time, they must be paid at a salary appropriate to their performance and responsibilities.
37. Recruitment and retention payments do count as pensionable salary but are not eligible for safeguarding because they are set for a finite period.

#### **Support for Continuing Professional Development**

38. The MAT will make additional payments to teaching staff who, with the approval of the Principal, undertake any of the following:
  - i. Continuing professional development outside directed time
  - ii. Initial teacher training activities
  - iii. Out of school learning activities



39. Additional payments will be calculated at a daily or hourly rate with reference to each teacher's pay spine position. The MAT Remuneration Committee must approve any rate above this level.
40. Twilight sessions are not treated as outside directed time.

### **Basic Pay Determination**

41. The Principal will determine the pay range for a vacancy, prior to advertising for it, based on the ranges approved in the staffing establishment. On appointment, the Principal will determine the appropriate pay point based on the teacher's current standing and demonstrated capabilities. The LGB and the COO must approve any pay point outside the approved staffing establishment. The Principal may also determine any appropriate TLR payments and recruitment and retention payments.
42. The Principal must determine each teacher's pay level based upon a job description and person specification for each post and the individual teacher's ability to meet those requirements.
43. All teaching posts are capable of progressing to pay point 9 on the STPCD scale.

### **Pay Progression**

44. Teaching staff are expected to achieve challenging targets in line with the MAT Education Vision, the School Strategic Plan and the School Development Plan. The success of our pupils is the key evidence of successful teaching and this will partly be due to the work of the individual teacher in the classroom and partly to the work of colleagues in the same faculty. Performance targets and expectations will reflect this dual contribution and the criteria for judgement are set out in the Performance Management Policy – DCP 033.
45. At the start of the pay review process, the SLT will review the existing pay points of all staff and calculate a new staffing plan based on the expected pay points for the following financial year and the expected budget. This will be used as a benchmark to test the actual results of the performance review process.
46. As part of the review process, the teacher's line manager will be required to make a pay point recommendation based on performance against each element of the teacher standards used to determine the specific level. A pay point recommendation may not be lower than the existing level. If a teacher's performance has dropped below the expected levels, then this should be addressed through the measures set out in the Performance Management Policy – DCP 033.
47. Teachers who have not been present at the school for a full year will be assessed on the part of the year that they have been present, unless this is less than one full term in which case they will remain at the current pay point.



48. Part time teachers will be assessed in the same way as a full time teacher and paid proportionately to the contractual time worked compared to a full time teacher.
49. Teachers working on a daily rate calculation will be assessed in the same way as a full time teacher and paid on a pro rata basis to a full teaching year based on 195 days.
50. Once all recommended pay points have been submitted, they must be reviewed and approved by the Faculty Head or equivalent. All teaching staff pay points must then be moderated by a meeting of all the Faculty Heads, using the staffing plan (see section 44 above). This is not a forced ranking exercise, but rather a process for ensuring consistency in assessment. The final moderated recommendation must be presented to the Principal for final review.
51. The Principal, the SLT and the COO must review the moderated assessment of pay recommendations and undertake a financial assessment, taking into account of any financial constraints on the school budget. The Principal must then obtain the LGB Chair's approval before making a final recommendation to the MAT Remuneration Committee.
52. A teacher may appeal against the recommendation to the MAT Remuneration Committee if they have evidence that has not been properly considered in the review process.
53. Newly Qualified Teachers (NQTs) are paid according to the statutory induction process and are not subject to this policy.

### **Senior Leadership Posts**

54. On appointment, the Principal will, in consultation with the Chair of the LGB, determine the pay range to be advertised for all Vice and Assistant Principals and agree the pay on appointment.
55. The Principal, in consultation with the Chair of the LGB will recommend a pay level for all Vice and Assistant Principals, based on each individual's performance and responsibilities. The MAT Remuneration Committee must approve the recommendation.
56. The Chair of the MAT and the Chair of the LGB, in consultation with the COO, will determine the starting salary for all Principal appointments.
57. The Chair of the relevant LGB, in consultation with the COO, will recommend the annual salary for the Principal. The MAT Remuneration Committee must approve this recommendation.

### **Non Teaching Staff**

58. The Principal (for Curriculum Support Staff) and the COO (for other Support Staff and Shared Services Staff) will:

- i. Develop clear arrangements for linking appraisal to pay progression.
  - ii. Ensure that there is a job description and person specification for each post.
  - iii. Consult with staff and school union representatives on the appraisal and pay process and take into account any concerns.
  - iv. Ensure that effective appraisal arrangements are in place and that appraisers have the knowledge and skills to apply procedures fairly.
  - v. Submit pay recommendations to the MAT Remuneration Committee and ensure this body has sufficient information upon which to make pay decisions.
59. MAT schools have adopted the nationally agreed terms and conditions for Local Government, formally known as the Green Book. The Principal or COO will ensure that each member of support staff salary is reviewed annually. Reviews may take place at other times of the year to reflect any changes in circumstances or job description or person specification that lead to a change in the basis for calculating an individual's pay.
60. Job Descriptions are evaluated using the Greater London Provincial Council scheme, to determine the pay range of each post. On appointment the Principal / COO will determine the starting salary within that range to be offered to the successful candidate.
61. The school Principal and COO will review the assessment of pay recommendations, mindful of any financial restraints on the school due to budget planning. The COO will then make a final recommendation to the MAT Remuneration Committee.
62. The MAT will award the outcome of nationally negotiated pay awards for all non-teaching staff to all pay points and allowances.
63. Staff who have not been present at the school for a full year will be assessed on the part of the year that they have been present, unless this is less than three months in which case they will remain at their current salary level.
64. In exceptional circumstances, the COO may recommend a non-consolidated payment to a member of staff where it is not appropriate to increase the base salary. The MAT Remuneration Committee must approve such payments. Such a payment will count as pensionable pay and is payable in twelve equal instalments. The entitlement to any such payment ceases should the member of staff leave their employment before the twelve months has elapsed.

## **Review**

65. The policy owner must keep up to date with relevant legislation and government guidance and update this policy whenever necessary. The board of the MAT must approve the revised version.



66. The policy owner must review the policy at the end of July each year and either submit a revised policy for board approval or confirm in writing to the COO that the current version of this policy is still fit for purpose.
67. The COO must submit a list of all confirmed policies to the board at the first meeting of each new academic year.
68. The MAT board must formally review and re-approve this policy every year.