



Woolwich Polytechnic
School for Boys



Woolwich Polytechnic
School for Girls

PolyMAT

PAY POLICY

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INTRODUCTION

This policy sets out the framework for making pay decisions for all employees of PolyMAT. This policy does not form part of the terms and conditions of employees' employment with PolyMAT and is not intended to have contractual effect. PolyMAT reserves the right to amend or vary this policy at any time and will inform employees when the policy is updated.

PolyMAT will comply with current legislation and the requirements of TUPE. It also intends to broadly comply with the provisions of the current School Teachers' Pay and Conditions Document (STPCD) going forward but will not be bound by it. In the case of any conflict between this policy and the STPCD, this policy will take precedence.

The primary aims of this policy are to:

- support the recruitment and retention of a high quality workforce;
- enable PolyMAT to recognise and reward employees appropriately for their contribution to the Academy; and
- ensure that decisions on pay are managed in a fair and transparent way.

Pay decisions regarding Head of School' salaries are made by the Pay Committee of the Local Academy Committee and all other staff decisions on pay have been delegated to the Head of School.

Confidentiality

All information regarding the pay of individual employees, whether verbal or written, must be treated as strictly confidential and not communicated to anyone who is not directly involved in the process. Breach of confidentiality may be treated as a disciplinary matter.

Equal Opportunities

This policy will be applied fairly and consistently to all employees regardless of gender, gender reassignment, race, religion or belief, ethnicity, national origin, age, marital status or civil partnership, disability, sexual orientation, pregnancy or maternity, part-time or fixed-term status.

Review and monitoring

PolyMAT will review this policy on an annual basis and will monitor outcomes in order to assess the effectiveness of this policy in rewarding good performance and to ensure PolyMAT's continued compliance with equalities legislation.

TEACHERS' PAY: INITIAL DETERMINATION

PolyMAT will determine the likely pay range for a vacancy prior to advertising it. On appointment it will determine the starting salary within that range to be offered to the successful candidate. In making such determinations, PolyMAT may take into account a range of factors, including but not limited to:

- the nature of the post;
- the level of qualifications, skills and experience required;
- the pay of current employees doing the same or a similar job; and
- market conditions and the wider Academy context.
- the overriding importance of securing and retaining the best staff possible.

There is no expectation that an employee should be paid the same salary that they received in a different school or academy. Pay will be determined in order to secure the best staff at the best value.

Unqualified Teachers

PolyMAT will pay an unqualified teacher on one of the employment based routes into teaching on the unqualified teachers' pay scale. PolyMAT may pay an additional unqualified teachers' allowance if it considers that the basic salary is not adequate, having regard to the unqualified teacher's responsibilities, qualifications and experience. Such an allowance may be awarded where the teacher has:

- a. Taken on a sustained additional responsibility which is:
 - a. focused on teaching and learning; and
 - b. requires the exercise of a teacher's professional skills and judgement; or
 - c. Qualifications or experience which bring added value to the role undertaken

In making pay determinations, PolyMAT may take into account a range of factors, including but not limited to:

- the nature of the post;
- the level of qualifications, skills and experience required;
- the pay of current employees doing the same or a similar job;
- market conditions and the wider Academy context; and
- the overriding importance of securing and retaining the best staff possible.

Leadership Pay

The Head of School and any Deputy Head of School and Assistant Head of School in the Trust will typically be assigned a pay scale which is guided by the Leadership Group Pay Range set out in the current STPCD. However, pay may be given outside the range for purposes of recruitment, retention and additional responsibilities. The Head of School will determine the pay for all senior leaders. The Pay Committee will determine the pay for the Head Teacher. In determining Head of School pay, the Pay Committee will follow the guidelines of the Academies Financial Handbook and ensure that pay is justified and provides value-for-money. The Pay Committee Terms of Reference (Appendix B) provide the details of this determination.

Head of School pay scale will be set by the pay committee of the Local Academy Committee after taking into account the appropriate Head of School group in the current STPCD and the needs of the Trust and can be changed in order to attract or retain a Head of School or when there have been significant changes in the responsibilities of the Head Teacher.

The pay scale for Deputy and Assistant Head of School will be set by the Trust after taking into account the current STPCD and the Head of School pay scale and can be changed in order to attract or retain a Deputy or Assistant Head of School or when there have been significant changes in the responsibilities of a serving Deputy or Assistant Head of School.

All members of the Leadership Group must demonstrate sustained high quality of performance with particular regard to leadership, management and pupil progress at the Trust. There will be no automatic pay progression for teachers in the Leadership Group: progression (if any) up the leadership group pay range will depend on performance in relation to agreed objectives and will be decided by the Head of School as part of the Trust's Performance Management process.

Teachers on the Leadership Group Pay Range are not subject to the provisions of the STPCD regarding directed time and may be required to work for more than 195 days and 1265 hours per year in order to fulfil the responsibilities of their position.

Supply Teachers

Teachers employed on a day-to-day or other short notice basis will be paid based on a reference salary on the Main Pay Range in the STPCD. Pay will be calculated on a daily basis using the assumption that a full working year consists of 195 days, and periods of employment for less than a day will be calculated on a pro-rata basis.

Teaching and Learning Responsibility payments (TLRs)

Teaching and Learning Responsibility payments (TLRs) will be awarded to posts identified in the PolyMAT's staffing structure (located at Appendix B) in accordance with the STPCD. In order to qualify for a TLR payment the teacher's duties must include a significant responsibility that is not required of all classroom teachers which:

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

In order to qualify for a TLR1 payment, the significant responsibility defined above must include line management responsibility for a significant number of people; otherwise a TLR2 payment will be appropriate. A teacher cannot hold a TLR1 and a TLR2 concurrently, but a teacher who receives either a TLR1 or a TLR2 may also hold a concurrent TLR3. A TLR can be based on a job description that includes several different areas of significant responsibility. TLR3 payments are awarded on a fixed term basis for clearly time-limited academy improvement projects or external responsibilities. A TLR payment is attached to a specific post in the Trust's staffing structure and therefore may only be held by two or more people if they are job-sharing that post. TLRs awarded to part-time teachers must be paid on a pro rata basis.

Special Educational Needs allowances

The Trust may award an SEN allowance to a classroom teacher of SEN who would qualify for such an allowance under the relevant provisions of the STPCD. The decision will be taken by the Head of School and is not automatic provision. The determination will be based on the precise nature of the teacher's SEN responsibilities alongside the need to recruit and retain the best staff. Where a SEN allowance is to be paid, the Trust will determine the value of the allowance, taking into account the structure of the Academy's SEN provision; the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.

TEACHERS' PAY: ANNUAL REVIEWS AND PROGRESSION

PolyMAT will ensure that each teacher's salary is reviewed annually, with effect from 1 September and no later than 31 October each year. All teachers will be provided with an annual statement setting out their salary and any other financial benefits to which they are entitled.

Pay reviews may take place at other times of the year following changes in circumstances or job description that affect the basis for calculating an individual's pay. A written statement will be provided if pay is changed following such a review.

Head of School salary will be reviewed with effect from 1 September and no later than 31 December each year. The Head of School will be provided with an annual statement setting out their salary and any other financial benefits to which they are entitled.

Safeguarding

PolyMAT operates a system of "safeguarding" pay for a period of 36 months in respect of pay increases or allowances awarded after 1 January 2006. Where a pay determination leads or may lead to the start of a period of safeguarding, the Trust will give the required notification as soon as possible and no later than one month after the date of the determination.

Inflationary pay increases

The STRB produces an annual report recommending whether the pay scales in the STPCD should be uplifted. In recent years an increase has been recommended to the minima and maxima of each pay scale, but the Trust has discretion as to whether to apply an increase to any intermediary points, while bearing in mind that pay increases for individual teachers must always be justified by good performance.

This Trust will consider the STRB recommendation and the new STPCD each year before deciding whether to uplift the teacher pay scales. The minima of each pay range will usually be uplifted in line with the STPCD, but other increases will be at the discretion of the Local Academy Committee who will take into account affordability, overall Academy performance and market conditions.

Pay progression based on performance

Teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The Trust's appraisal procedure contains further information about the appraisal process.

Subject to the Trust's appraisal procedure, teachers will be eligible for pay progression if they meet all their objectives, are fully meeting the relevant standards, and all their teaching is assessed as being at least good. The rate of progression may be differentiated according to individual teacher performance. The appraisal report will indicate whether a teacher should be considered for pay progression.

Decisions regarding pay progression for each teacher will be made with reference to their appraisal report and the pay recommendation it contains. Newly qualified teachers/Early Career Teachers will usually be appointed at the minima of the Main Pay Range and may be recommended for pay progression if they successfully complete their induction period or the first year of their induction period.

As set out in the Trust's Appraisal process the appraisal report should contain: Details of the objectives, an assessment of performance against those objectives and the relevant standards, an assessment of any continuing professional development needs, any

aspirations and any actions recommended to progress them. Finally, the report should contain a recommendation on pay.

The appraisal reports will be reviewed by the Head of School and relevant line managers for the purposes of moderation.

The moderated reports will then be passed to the Head of School for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded). The Trust will ensure that appropriate funding is allocated for performance based pay progression at all levels.

Where a teacher is absent due to long term sickness absence during the academic year or at the time of a salary review, decisions will be contingent upon individual circumstances and based on the employee's performance during relevant periods of attendance. Where a teacher is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.

If a Teacher is unhappy with the pay decision he/she may appeal the decision in regard to his/her pay under the Terms of Reference of the Pay Appeals Committee.

Successful progression means an increase of one point on the Main Pay Range. Teachers will only increase by more than one point in exceptional circumstances and should discuss this progression with the Head of School prior to submitting an application.

Progression to Upper Pay Range

Any qualified teacher may apply to be paid on the Upper Pay Range and applications will be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the Upper Pay Range. Teachers should consider applying for progression once they have been on main pay-scale 6 for a period of at least 2 years, by which time they are likely to be able to achieve and sustain the necessary level of competence and contribution. However, in exceptional cases teachers may feel ready at an earlier stage, whereas other teachers may decide not to apply for progression until later in their career.

Applications to be paid on the Upper Pay Range may be made once a year by 31 October, in writing, to the Head Teacher. Applications cannot be back dated to previous academic years. Teachers are encouraged to discuss with their line manager or appraiser their intention to apply for progression at an early stage in the preceding academic year, for example when their performance objectives are being set, so that they can be supported to achieve the required standards and gather the necessary evidence to demonstrate their achievements and contribution.

An application to be paid on the Upper Pay Range should include the results of at least two recent appraisals together with a statement explaining how the applicant has met the assessment criteria and supporting evidence. An application will be successful where the Head of School is satisfied that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contribution to the Academy are substantial and sustained.

For the purposes of this pay policy:

- 'highly competent' means performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the Academy, in order to help them meet the relevant standards and develop their teaching practice;
- 'substantial' means of real importance, validity or value to the School; playing a critical role in the life of the school; providing a role model for teaching and learning; making a distinctive contribution to the raising of pupil standards; taking advantage of appropriate opportunities for professional development and using the outcomes effectively to improve pupils' learning; and
- 'sustained' means maintained continuously over two academic years.

The application will be assessed by the Head of School (or the member of staff with delegated responsibility) following a meeting with the teacher to discuss their application. The Head of School may also seek supporting evidence from the teacher's line manager and the appropriate head of subject/department/year/Key Stage. The decision will be communicated verbally and confirmed in writing within 10 working days of the Head of School receiving the completed paperwork.

If successful, the teacher will move to the Upper Pay Scale with effect from 1 September in the year in which the application is approved. The teacher will be placed on the minimum point of the Upper Pay Range.

If unsuccessful, feedback will be provided which includes an explanation of where the teacher was assessed to be falling short of the progression criteria. Any appeal against a decision not to move the teacher to the Upper Pay Scale will be heard under the Appeal arrangements set out in Appendix A.

Progression on Upper Pay Range

A teacher will need to show that they are continuing to meet the criteria for progression to the Upper Pay Range, as well as their performance objectives and the relevant standards, in order to achieve pay progression whilst on the Upper Pay Range. Teachers on the Upper Pay Range will need to achieve two consecutive successful appraisals in order to achieve pay progression.

Successful progression means an increase of one point on the upper pay scale. Teachers will only increase by more than one point in exceptional circumstances and should discuss this progression with the Head of School prior to submitting an application.

Decisions regarding pay progression for teachers already on the Upper Pay Range will be made with reference to their appraisal report and the pay recommendation it contains.

As set out in the PolyMAT's Appraisal process the appraisal report should contain: Details of the objectives, an assessment of performance against those objectives and the relevant standards, an assessment of any continuing professional development needs, any aspirations and any actions recommended to progress them. Finally, the report should contain a recommendation on pay.

The appraisal reports will be reviewed by the Head of School and relevant line managers for the purposes of moderation.

The moderated reports will then be passed to the Head of School for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded). The Trust will ensure that appropriate funding is allocated for performance based pay progression at all levels.

If a Teacher is unhappy with the pay decision he/she may appeal the decision in regard to his/her pay using the process outlined at Appendix A.

Stepping down from Upper Pay Range

A teacher may request to be moved down the pay scales (for example from the Upper Pay Range to Main Pay Range). This may be for personal reasons (such as to improve work/life balance, or to manage a health condition, or as part of a planned move towards retirement) or for professional reasons (for example if a teacher decides that he/she prefers classroom practice to leadership and management activities, or wishes to develop a new skill set such as SEN expertise). Such a request can be made to the Head of School at any time and will be discussed with the teacher before a decision is made, based on individual circumstances and the needs of the Trust.

A teacher may also be offered downward movement on the pay scale as an alternative to formal capability action or during the course of capability action, in order to enable the teacher to focus on improving their classroom practice by removing additional responsibilities. This may be offered as either a temporary or permanent adjustment, and will not usually be considered until after the teacher has been offered support.

Where downward movement is requested or agreed by the teacher, pay safeguarding will not apply.

ASSOCIATE STAFF PAY: INITIAL DETERMINATION

All associate staff in PolyMAT are paid at the appropriate grade on the same pay spine. PolyMAT's associate staff includes employees performing the following roles:

- Classroom support staff such as teaching assistants;
- Clerical, administrative, financial, exam officer, bursars and business managers;
- Technical staff supporting science, design and technology, food, IT, art etc;
- Pastoral staff including learning mentors;
- Site staff; and
- Cover Supervisors.

The Trust may also employ casual staff on an hourly paid basis where the requirement for certain types of work is not predictable: for example, bank staff covering support staff absences, exam invigilators, music or sports instructors. Hourly rates for casual staff will depend on the qualifications required for the post and will be uplifted to include an allowance for holiday pay.

The Trust has full discretion to determine the grades of newly appointed support staff and the point of entry onto the grade. However, the Trust must have regard to the responsibilities of the post and to the pay scales, terms and grading applicable for similar roles of work when deciding the grade for a post. The point of entry on the grade will usually be at the minimum point but the Trust may pay at a higher incremental point if this is justified by a new employee's skills or experience.

The Trust has discretion to temporarily re-grade staff who are covering for absent colleagues at a higher grade. Consideration can be given to the payment of an acting allowance once a member of the support staff has been covering the duties of an absent colleague for more than four weeks, and may be backdated to the start of the acting up period. If the relevant duties and responsibilities are being shared then consideration may be given to paying an honorarium.

The Trust may consider payment of an honorarium in other situations, with the amount depending on the circumstances of each case. In general, this is likely to be considered

when an employee performs duties beyond his/her normal role for a specific task or over an extended period or where the additional duties and responsibilities are exceptionally onerous and required by the Head Teacher.

SUPPORT STAFF PAY: ANNUAL REVIEWS AND PROGRESSION

Inflationary pay increases

The Trust will consider applying an inflationary increase to its pay scale for support staff each year, to become effective on 1 September. However a higher or lower amount may be considered depending on affordability and the importance of maintaining a competitive position to attract the best staff.

Pay progression based on performance

All members of associate staff can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths and supports their future development. The Trust's appraisal procedure contains further information about the appraisal process.

Progression to the top of the relevant pay grade will depend on good performance as assessed in the annual appraisal and the recommendation contained within the appraisal report. Associate staff will be eligible for Performance Bonus Days (a maximum of 2 per academic year) if they meet all their performance objectives and relevant standards and may receive a recommendation for pay progression within their appraisal report depending on affordability.

As set out in the Trust's Appraisal process the appraisal report should contain: Details of the objectives, an assessment of performance against those objectives and the relevant standards, an assessment of any continuing professional development needs, any aspirations and any actions recommended to progress them. Finally, the report should contain a recommendation on Performance Bonus Days/Pay depending on affordability. The appraisal reports will be reviewed by the Business Manager and relevant line managers for the purposes of moderation.

The moderated reports will then be passed to the Chief Operations Officer for final consideration of the pay recommendations contained within them. These recommendations can either be approved (and a pay increase awarded in line with the report) or rejected (in which case no increase will be awarded). The Trust will ensure that appropriate funding is allocated for performance based pay progression at all levels depending on affordability.

If an employee is unhappy with the pay decision (or lack of pay progression) he/she may appeal the decision in regard to his/her pay using the process outlined at Appendix A. Where an employee is absent due to long term sickness during the academic year or at the time of a salary review, pay and appraisal decisions will take into account individual circumstances and will be based on the employee's performance during relevant periods of attendance. Where an employee is absent due to pregnancy or maternity or adoption or shared parental leave, decisions will be no less favourable than if the employee had not been absent due to such reasons.

Appendix A. Appeals Procedure

1. PRINCIPLES

1.1 An employee who wishes to appeal a decision in relation to his/her pay must comply with this procedure. The matter should not be raised or dealt with under the Trust's Grievance Policy and Procedure. The reasons for seeking a review may include the person or Committee who made the decision having:

- (a) **incorrectly applied any provision of the pay policy;**
- (b) **failed to have proper regard for statutory guidance;**
- (c) **failed to take proper account of relevant evidence;**
- (d) **took account of irrelevant or inaccurate evidence;**
- (e) **being biased; or**
- (f) **unlawfully discriminated against the employee.**

1.2 The employee will receive written confirmation of the pay determination and where applicable the basis on which the decision was made. If the employee is not satisfied, he/she should seek to resolve this by raising the matter informally with the **Head of School** within ten working days of the decision. The **Head of School** will arrange a meeting without unreasonable delay.

1.3 If the employee is not satisfied with the outcome of the informal discussion with the **Head of School** then he/she may follow the formal appeal process.

2. FORMAL APPEAL PROCESS

2.1 The employee will provide in writing the specific grounds for questioning the pay decision together with evidence which s/he considers should be taken into account. The appeal letter must be sent to the person or committee who made the decision within ten working days of the pay determination or the informal discussion with the **Head of School**.

2.2 The Pay Appeals Committee, comprising of three **Local Academy Committee Members** who were not party to the original decision, will form a panel to hear the appeal.

2.3 The appeal hearing should be held without unreasonable delay following receipt of the letter of appeal.

2.4 The panel may invite the **Head of School** to the hearing and he/she will provide the meeting with any relevant information required by the **Local Academy Committee Members**. No specific information concerning the remuneration of other members of staff shall be given in the presence of the employee for whom the appeal is being heard. Where the panel requests such pay information from the **Head of School**, it will be

conveyed confidentially to them alone. The employee may ask questions of the **Head of School**.

2.5 The employee will be given the opportunity to make representations in person and may be accompanied by a work colleague or union representative.

2.6 The panel will carefully consider all the evidence that is presented before making a decision. The outcome of the appeal will be communicated to the employee in writing without unreasonable delay and will include reasons for the decision.

2.7 The decision of the panel at the appeal hearing is final.

Appendix B: Pay Committee and Pay Appeals Committee Terms of Reference

The Pay Committee will consist of a minimum of 2 Local Academy Committee Members, none of whom should be employees of the Trust. For disputes in pay decisions, the employee has a right of appeal to The Pay Appeals Committee which will consist of a minimum of 3 Local Academy Committee Members, none of whom should be employees of the Trust. In the case that the Pay Committee consists of 2 Local Academy Committee Members who cannot reach a united decision, the case will be referred directly to the Pay Appeals Committee.

The terms of reference for the Pay Committee will be determined from time to time by the Local Academy Committee. 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 observe all statutory and contractual obligations, including making arrangements to notify pay decisions to individual members of staff within appropriate timescales;
- 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 Local Academy Committee, as appropriate and at least annually; and
- Carry out the Performance Review of the Head of School in the Autumn Term. This will include a review of performance from the previous year, the agreeing of targets for the coming year and the setting of Head of School pay for the coming year. An external advisor may be used to provide expert opinion. Documentation of these meetings will be confidential but will be passed to the Chair of Finance and the Chair of the Local Academy Committee. PolyMAT Trustees will also receive this documentation.
- Carry out an audit of Teacher Threshold Applications and quality assure the decisions of the Head of School in the Autumn Term. The results of this audit will be reported to the Finance and Personnel Committee with due regard for confidentiality.

The Pay Committee delegates individual pay award decisions to the Head of School for staff positions up-to-and-including Deputy Head of School level. The Pay Committee has executive powers for pay decisions unless an appeal is made. The Pay Committee and The Pay Appeals Committee will follow the guidelines of the Academies Financial Handbook and ensure that pay is justified and provides value-for-money.

The Terms of Reference for the Pay Appeals Committee will be determined from time to time by the Local Academy Committee. The current terms of reference are:

- To hear appeals from the Head of School or other employees regarding his or her pay as determined by the Pay Committee (in the case of Head of School pay) or by the Head of School (for other employees).
- In such appeals, to review that the Pay Committee or Head of School have followed the procedures of the Pay Policy and/or the Pay Committee Terms of Reference and to decide to either uphold or reject an appeal on this basis.

Details of the procedure for appeals are provided in Appendix A of the Academy's Pay Policy.

- The decision of the Pay Appeals Committee will be recorded and reported to the Finance and Personnel Committee with due regard for confidentiality.
- The decision of the Pay Appeals Committee is binding and not subject to further appeal.