



PAY POLICY

[applies to all Trust employees]

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1. Introduction

BCUAT has adopted the policy set out in this document to provide a clear framework for the management of pay and grading issues for all staff employed in its academies and at Head Office.

BCUAT is committed to taking decisions in accordance with being objective, open and accountable. It recognises the requirement for a fair and transparent policy to determine the pay and grading for all staff, which takes account of the conditions of service under which staff are employed and relevant statutory requirements.

BCUAT recognises its responsibilities under relevant legislation including the Equality Act 2010, the Employment Relations Act 1999, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, and will ensure that all pay-related decisions are taken equitably and fairly in compliance with statutory requirements.

This policy is based on a Trust-wide approach to pay issues. Pay decisions will take account of the resources available to the academies and the Trust. Each academy will be expected to ensure that any decisions are affordable within the confines of the overall budget allocated to it by the Trust.

The academies staffing structure will support the strategic development plan of the Trust and Academy Improvement Plans.

The Local Advisory Boards will exercise their discretionary powers using fair, transparent and objective criteria in order to secure a consistent approach in academy pay decisions.

BCUAT recognises the requirement that all pay progression decisions for all teaching staff must be linked to annual appraisal of performance. The procedures set out in this policy seek to ensure that this is achieved in a fair, equitable and transparent way. BCUAT and the Local Advisory Boards also recognise the importance of annual appraisal of performance for support staff and how this may link to pay.

This policy has been agreed by the BCUAT Board. Any subsequent changes will be subject to consultation before amendment by BCUAT. The policy will be published on the Trust's website and individual academy websites and reviewed annually following publication of the most recent version of the School Teachers' Pay and Conditions Document.

2. Scope

This policy applies to all employees of Birmingham City University Academies Trust (BCUAT), including employees working in academies operating as part of the Trust and all Head Office employees.

3. Aims of the policy

BCUAT aims to use the Pay Policy to:

- Maintain and improve the quality of teaching and learning in all academies in line with the Academy Improvement Plans of each academy
- Support the Strategic Development Plan of the Trust

- Underpin BCUAT's Appraisal processes
- Ensure that all staff are valued and appropriately rewarded for their contribution to the work of the academies
- Ensure staff are well motivated, supported by positive recruitment and retention policies and staff development
- Demonstrate that decisions on pay are fair and equitable and recognise the principle of equal pay for like work and work of equal value
- Provide flexibility to recognise individual staff performance linked to pay decisions

BCUAT will also consider advice issued by the Department for Education (DfE), recognised Trade Unions and other national bodies as appropriate, along with relevant statutory legislation.

4. Delegation of authority

With the exception of Head Office staff and where otherwise stated, BCUAT will delegate the day-to-day management of this policy to the Principal of each academy.

The Principal, in accordance with the policy, will make annual recommendations in respect of the salaries of all staff to the Pay Review Committee, a sub-committee of the Local Advisory Board.

All pay recommendations will be based upon a thorough review of appraisal documentation and supporting evidence collated by each individual throughout the year and discussed with their line manager during the annual end of year review.

Appraisal documentation will be scrutinised by the Principal to ensure that a consistent and fair approach has been applied to the setting of objectives and measurement of performance across all parts of the Academy. This quality control process will be applied to objective setting at the outset of the performance management cycle, mid-year reviews where applicable and the end of year review.

The number of Local Advisory Board Members on the Pay Review Committee shall normally be three. No Local Advisory Board Member who is employed at the academy may be a member of the Pay Review Committee. The Principal will attend Pay Review Committee meetings in an advisory capacity when requested.

Authority will be delegated to a Pay Appeals Committee appointed by the Local Advisory Board to determine the outcomes of any appeals by individual members of staff against decisions of the Pay Review Committee.

The number of members on the Pay Appeals Committee shall normally be three. No member participating in the Pay Review Committee shall sit on the Pay Appeals Committee.

The procedure for raising appeals against pay decisions is found at Appendix A.

Once approved by the Pay Review Committee, all recommendations shall be remitted to the BCUAT Board for final approval.

5. Job roles and responsibilities

On appointment to their role with BCUAT, all members of staff will be provided with a job description outlining the role and the responsibilities of that post, including for teaching staff the requirement to continuously meet the national Teachers' Standards.

Any significant changes to duties and responsibilities of a post will be subject to discussion with the member of staff with a view to reaching agreement. Where there is a significant change in duties and responsibilities of a post a new job description will be issued.

In the event that the staffing structure of the academy needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and trade unions before any changes are made, with a view to seeking agreement before new job descriptions are issued.

6. Recruitment

The Academy Principal and the Local Advisory Boards will consider advertisements for vacant posts in the academies where appropriate. All posts will be advertised internally, externally, locally or nationally as appropriate. The recruitment process of BCUAT will be followed and support will be given from the HR Consultant to academies as required.

The advertisement will include the relevant pay band for the post from the range of bands determined by BCUAT as appropriate for the post and as contained in the relevant section of this pay policy. The advertisement will specify the expected level of skills and experience for appropriate candidates relevant to the post. The wider school context will also be relevant in determining the requirements of the post. The advertisement will include details of any additional payments or allowances applicable to the post.

Advertisements for support staff and Head Office vacancies will indicate the number of working hours/weeks and the specific working pattern if relevant.

Where the post is on a temporary basis, the advertisement will specify the reason for and duration of the post.

There is no assumption that a new employee will be paid at the same salary level as they were paid in a previous school/post, however the Local Advisory Board will take this into account.

Within the framework of relevant statutory legislation, the advertisement may also include reference to any under-representation within the academies to encourage applications from any disadvantaged and under-represented groups

7. Pay Scales

7.1 Teaching Staff

In our academies all teaching staff are currently employed in accordance with the provisions of the School Teachers Pay and Conditions Document (although academies are not bound by this document) and are appointed at the appropriate point on the Main Pay Range or Upper Pay Range and this will be reviewed annually. In reviewing pay scales in the future, BCUAT will have regard to any changes to national pay ranges contained within the STP&C Document. The following pay arrangements have been agreed by BCUAT using the flexibilities contained within the STP&C Document.

BCUAT will establish posts paid in accordance with the minimum and maximum points for such posts as determined by the School Teachers' Pay and Conditions Document.

A newly appointed teacher will usually be appointed at the minimum of the relevant pay range. In certain circumstances, appointments may be made, at the discretion of the LAB advised by the Principal, at a higher point in the range to take account of the teacher's experience, qualifications or other relevant factors.

The initial salary on appointment will be on a probationary basis and subject to performance. This will be reviewed at the end of the probationary period, after which time the pay range and relevant pay point will be finalised. The revised salary/pay range will be no lower than the initial salary on appointment.

A teacher transferring roles internally within the Trust's Academies will normally continue to be paid the same salary as paid in the previous role unless the change in role is due to exceptional circumstances including, but not restricted to, redeployment for reasons of restructuring or disciplinary issue.

7.2 Support Staff

According to Regulation 17 of the School Staffing (England) Regulations 2009 the Local Advisory Board will pay in accordance with pay grades determined by an appropriate grading methodology. All staff will be appointed to an appropriate grade and point in the pay range to determine the starting salary, in accordance with current national/local government provisions. Subsequent incremental provision will be reviewed annually in accordance with these provisions.

Where support staff hold extra responsibilities e.g. for cover duties, an appropriate payment will be agreed with the member of staff and approved by the Local Advisory Board, advised by the Principal.

For term-time only staff, paid annual leave entitlement is reflected within the salary as there is no scope to book time off during the school term. The annual leave entitlement is dependent upon length of service, as follows:

- under 5 years' service = pro-rata of 25 days plus 4 statutory and additional days plus 8 days bank holidays
- 5-10 years' service = pro-rata of 28 days plus 4 statutory and additional days plus 8 days bank holidays
- 10+ years' service = pro-rata of 30 days plus 4 statutory and additional days plus 8 days bank holidays

7.3 Principal

All Principal appointments will be the responsibility of the BCUAT Board, who will constitute an appropriate panel for each appointment.

BCUAT will determine the 'head teacher group size' of each academy using the formula published in the School Teachers' Pay and Conditions Document.

Where the Principal was appointed prior to 1 September 2014, the group size of the academy relates to a range of seven spine points on the Leadership scale (further information on this calculation is also at Appendix B).

For Principals appointed with effect from or after 1 September 2014, the group size of the academy on the Leadership Pay Range is calculated by reference to its total unit score (further information on this calculation is also at Appendix B).

On appointment the Principal for each academy will normally be appointed on one of the first 4 points on this seven-point range (where appointed prior to 1st September 2014), or on the starting salary for the Leadership Pay Range Group (where appointed on or after 1st September 2014).

BCUAT will ensure that reasons for setting the ISR at a given level are recorded and that the process for the determination of each Principal's salary is fair and transparent.

BCUAT and the Local Advisory Board will ensure that there is no overlap of salary bands between the Principal and other leadership posts.

7.4 Other Leadership Posts

For staff on the Leadership Group Pay Scale prior to 1 September 2014, BCUAT will determine a 5-point pay range for all other posts from within the Leadership scale contained in the STP&C Document.

For staff appointed to leadership roles after 1 September 2014, the range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts.

BCUAT and the Local Advisory Board will ensure that there is no overlap of salary bands between the Principal and other leadership posts.

The pay range for teachers paid on the Leadership scale will be reviewed in September each year or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post.

7.5 Other posts paid above the Classroom Teacher Scale – Leading Practitioners

The Trust may also establish other teaching posts paid above the Upper Pay Range. These posts will carry responsibility for modelling and leading improvement in the quality of teaching across the Trust's academies.

The pay range for these posts will be within the minimum and maximum of the range for Leading Practitioners contained within the School Teachers' Pay and Conditions Document, and will be determined by the role and range of responsibility of each post, which may vary across the academies.

Each post will be paid at a fixed point within the minimum and maximum range contained within the School Teachers' Pay and Conditions Document. The starting salary for an appointment to a post on the Leading Practitioner pay range will be determined by the Local Advisory Board, advised by the Principal, and take account of the teacher's skills and experience.

7.6 Unqualified Teachers

Whilst it is not generally the policy of BCUAT to employ unqualified teachers, it is recognised that in exceptional circumstances it may be necessary. This must be approved by the Local Advisory Board and ratified by BCUAT Board.

The Local Advisory Board will appoint unqualified teachers to a salary within the range set out in the School Teachers Pay and Conditions Document.

Where an unqualified teacher obtains qualified teacher status whilst employed by the school, they will transfer to the relevant pay band for qualified teachers at a salary at least equivalent to the salary they were paid as an unqualified teacher.

BCUAT may pay additional allowances to an unqualified teacher where, the teacher has either:

- taken on a sustained additional responsibility which is focused on teaching and learning and requires the exercise of a teacher's professional skill and judgment; or
- gained qualifications or experience which bring added value to the role being undertaken

7.7 Head Office Staff

Head Office staff will be appointed to a pay grade and point appropriate to their role and this will be reviewed annually. BCUAT currently uses the BCU pay scales to determine the appropriate grades and points.

8. Pay Review

BCUAT will ensure that every employee's salary is reviewed on an annual basis* as follows:

Teaching staff	Autumn term, effective from 1st September
Support staff	Summer term, effective from 1st April
Principal	Autumn term, effective from 1st September
Other Leadership staff	Autumn term, effective from 1st September
Head Office staff	Autumn term, effective from 1st August

** A review may occur at other time when there is a significant change affecting an individual's pay*

All BCUAT employees can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development and helps to enhance their professional practice. The arrangements for appraisal are set out in the BCUAT Appraisal and Capability Policy. The final appraisal report will contain a recommendation on pay. The Principal will be responsible for submitting any recommendations for pay progression, in accordance with the relevant sections of this policy, to the Pay Review Committee of the Local Advisory Board for approval in the first instance. They will then be submitted for ratification by BCUAT.

Recommendations for pay review for Head Office staff will be submitted by the individuals' line managers to the Chief Financial Officer who will seek approval from the BCUAT Board.

To ensure fairness and transparency, assessments of performance will be properly rooted in evidence, and will include at least one objective which contributes to the achievement of the School Improvement Plan, with the exception of Head Office staff.

In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of successful completion of the statutory induction process.

Fairness will be ensured by:

- setting objectives for Teachers that are directly linked to the Teachers' Standards
- involving staff in the setting of their objectives
- moderating objectives to ensure fairness across the pay range and between similar roles

When a member of support staff is due to receive an increase in annual leave entitlement (and therefore an accompanying increase in salary), this will take effect in the April following the relevant anniversary date.

All employees will receive an annual pay statement which will show their pay scale, salary and any additional payments or allowances covered by this policy, including whether this is a permanent or temporary payment. Any salary safeguarding arrangements that may apply will also be shown. This will usually be issued to employees following the annual pay review (see table on previous page) but a revised written statement may be issued at any time following a significant change affecting an individual's pay.

Appendix D shows an example of the calendar of pay awards for Teaching and Support staff.

9. Pay Progression

9.1 Teaching Staff – within scale for Main Pay Range and Upper Pay Range

Pay progression for teachers will be subject to review of their performance set against the annual appraisal review and the pay recommendations contained in the final appraisal reports. Further information is detailed in the BCUAT Appraisal and Capability Policy.

To move up the Main Pay Range one incremental point at a time, teachers will need to have achieved all of their objectives and have shown that they are competent in the Teachers' Standards and that their teaching should be consistently 'good' as defined by OFSTED. Each teacher's first objective will be based on student progress and contribute to the Whole School Target, as determined at the start of the performance review process.

To move up the Upper Pay Range, as well as achieving the above, the teacher must demonstrate that they continue to meet the requirements of an Upper Pay Range teacher; namely that they are highly competent in all elements of the relevant standards and their achievements and contribution to the school are substantial and sustained

If evidence shows that a teacher has exceptional performance, the LAB will consider awarding enhanced pay progression up to the maximum of two incremental points. Teaching must be consistently 'outstanding' as defined by OFSTED.

NQTs will be awarded pay progression on the successful completion of induction as they are subject to a different appraisal process.

A decision not to award a teacher a performance pay increase in any one year does not require the capability procedure to be invoked. However In circumstances where a teacher's performance is not at the expected level, that level this will be addressed through the procedures outlined in the BCUAT Appraisal and Capability Policy.

To be fair and transparent, assessments of performance will be properly rooted in evidence, with judgments made against:

- Appraisal objectives set at the start of the annual appraisal cycle, and improvements in any specific elements of practice identified to the teacher through the appraisal process e.g. behaviour management or lesson planning
- The Teachers' Standards
- Any other relevant published standards for teachers
- The teacher's job description (where there are additional responsibilities)
- Impact on pupil/student progress and on wider outcomes for pupils/students

In addition, a Whole School Target must be achieved, which is based on a floor target and levels of progress. Evidence for assessment for all teachers will be drawn from:

- teaching observations carried out during the appraisal cycle (at least two; one may be external)
- review of planning, preparation and assessment
- review of pupil/student work during the appraisal cycle
- pupil/student progress data (internal assessments and test/exam results as appropriate)
- self-assessment
- other criteria as agreed between appraiser and appraisee

If the appraiser is not the Principal, each teacher's appraiser will make a recommendation about pay, to be agreed with the Principal. These recommendations, with supporting evidence from the appraisal, will be passed to the Principal. After the moderation process, the Principal will prepare a report to the Pay Review Committee of the LAB summarising his/her recommendations on pay for teachers in the academy.

The report to the Pay Review Committee of the LAB will include enough information for the committee to be able to make a confident decision to approve the recommended pay decisions, based on advice from the Principal (and the senior leadership team). This will include information on objectives and appraisal outcomes but not the names of individual teachers. The Pay Review Committee will decide whether to accept the pay recommendations in the report. It will consider its approach in the light of the budgetary provision made for pay progression within the academy. Any recommendations will be ratified by the BCUAT Accounting Officer.

Where possible, the process will be completed by the end of October – any salary increases awarded will be backdated to 1st September.

9.2 Teaching Staff – application to move onto the Upper Pay Range

Any qualified teacher may apply to be paid on the Upper Pay Range and any such application must be assessed in line with the Trust's procedure for Upper Pay Range applications (see Appendix C). It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range. Applications will be considered once each year, by 30th November.

Successful applicants will be placed on the minimum of the Upper Pay Range with effect from 1st September in the year in which they apply. An application from a qualified teacher will be successful where the LAB is satisfied that:

- The teacher is highly competent in all elements of the Teachers' Standards and any other relevant published standards
- The teacher's achievements and contribution to the school are substantial and sustained
- The teacher is able to demonstrate that they meet the criteria in Appendix C

9.3 Support Staff

Pay progression for support staff is a combination of time-served increments and performance-related increments.

Incremental awards are awarded in the summer term and backdated to 1st April. Employees must have been in post by the previous 1st October in order to qualify for either a time-served or performance-related incremental award.

Time-served increments are awarded for the first two incremental awards at grades 1 and 2 and the first incremental award at grade 3, 4 and 5. No time-served incremental awards are awarded in grades 6 and 7.

To move further up the pay scale after time-served increments have been granted, staff must have achieved their relevant performance objectives as specified within their annual appraisal. Further information is detailed in the BCUAT Appraisal and Capability Policy

Where it is considered that all performance objectives have been achieved and the employee is competent in all aspects of their role, the final appraisal report will include a recommendation for pay progression. To be fair and transparent, assessments of performance will be properly rooted in evidence with judgments made against:

- Appraisal objectives set at the start of the annual appraisal cycle, and improvements in any specific skills and knowledge identified through the appraisal process as development needs
- Any relevant published standards that apply to the employee's role
- The employee's job description
- Impact on pupil/student progress where relevant, or on achievement of sections of the School Improvement Plan relevant to the specific role
- The employee's self-assessment of their own performance

If the appraiser is not the Principal, each employee's appraiser will make a recommendation about pay, to be agreed with the Principal. These recommendations, with supporting evidence from the appraisal, will be passed to the Principal. After the moderation process, the Principal will prepare a report to the Pay Review Committee of the LAB summarising his/her recommendations on pay progression for support staff.

The report to the Pay Review Committee of the LAB will include enough information for the committee to be able to make a confident decision to approve the recommended pay decisions, based on advice from the Principal (and the senior leadership team). This will include information on objectives and appraisal outcomes but not the names of individual teachers. The Pay Review Committee will decide whether to accept the pay recommendations in the report. It will consider its approach in the light of the budgetary provision made for pay progression within the academy. Any recommendations will be ratified by the BCUAT Accounting Officer.

Where possible, the process will be completed by the end of May – any salary increases awarded will be backdated to 1 April.

9.4 Principal

Progression for each Principal will be subject to a review of their performance, which will be assessed as part of an annual appraisal process to ensure that they have the skills and support needed to carry out their role effectively, within the context of the Trust's plan for improving educational provision and performance.

Performance objectives will be set for the Principal by two members of the BCUAT board in December of each academic year, after consultation with a suitably skilled and experienced external adviser. Performance against these objectives will be monitored and discussed throughout the year in line with the BCUAT Appraisal and Capability Policy. An annual appraisal review will be conducted during the following autumn term by two BCUAT Board members and the external adviser. Based on the outcome of this appraisal, the panel will make a recommendation for pay progression within the Leadership pay scale.

BCUAT may decide to award one increment for sustained high quality performance or two increments where performance has been exceptional. Where performance has not been of a sustained high quality BCUAT may decide that there should be no pay progression.

The pay review process for the Principal will normally be completed by the end of December each year – any salary increases awarded will be backdated to 1st September.

9.5 Other Leadership posts

Progression on the pay range for a member of staff paid on the leadership scale will be subject to a review of their performance set against the annual appraisal review. The Local Advisory Board may decide to award one increment for sustained high quality performance or two increments where performance has been exceptional. Where performance has not been of a sustained high quality the Pay Review Committee of the Local Advisory Board may decide that there should be no pay progression on advice from the Principal.

Where possible, the process will be completed by the end of October – any salary increases awarded will be backdated to 1st September.

9.6 Leading Practitioners

Progression on the pay range for a member of staff paid on the Leading Practitioner pay range will be subject to a review of performance set against the annual appraisal review. The Local Advisory Board may decide to award one increment for sustained high quality performance or more increments where performance has been exceptional. Where performance has not been of a sustained high quality the Local Advisory Board made decide that there should be no pay progression.

Where possible, the process will be completed by the end of October – any salary increases awarded will be backdated to 1st September.

9.7 Head Office Staff

Pay progression for Head Office staff will be subject to review of their performance set against the annual Individual Performance Review (IPR). Where it is considered that all performance objectives have been achieved and the employee has achieved an adequate IPR rating, the line manager will make a recommendation for pay progression. To be fair and transparent, assessments of performance will be properly rooted in evidence with judgments made against:

- Appraisal objectives set at the start of the annual appraisal cycle, and improvements in any specific skills and knowledge identified through the appraisal process as development needs
- Any relevant published standards that apply to the employee's role
- The employee's job description
- Impact on performance of the Trust's academies (or specific functions within the academies relevant to the employees role), or contribution to successful completion of specific projects
- The employee's self-assessment of their own performance

Recommendations for pay progression will be submitted by the individuals' line managers to the Chief Financial Officer who will seek approval from the BCUAT Board.

Pay progression will be confirmed as soon as possible after completion of the IPR process, and any agreed increments will be backdated to 1st August. Employees must have been in post by the previous 1st February in order to qualify for pay progression.

9.8 Long-term absence

Employees who have been absent for a significant period (more than 26 weeks in the appraisal year) due to sickness absence or maternity leave will have their performance assessed on the basis of the evidence available. If insufficient evidence is available on which to make a judgment about performance, the Principal may recommend that no pay increase be awarded for that year. Each case will be considered on an individual basis in line with the circumstances of the particular case.

9.9 Moderation

We will ensure fairness by providing staff with a list of appropriate evidence they can prepare for assessing performance, and by a moderation process carried out initially by the Principal and Vice-Principal (with the exception of Head Office staff). The moderation process will seek to ensure that evidence of performance is being assessed and judged consistently and that pay recommendations are in line with the criteria set out in this policy.

A moderation process may also be completed by the HR Consultant and/or members of the LAB or BCUAT Board.

10. Annual pay awards (cost of living)

BCUAT will consider any recommended cost of living pay awards agreed nationally and will decide annually on whether or not these should be applied to the pay ranges detailed in this policy. The Principal of each academy will recommend annually to BCUAT a new pay structure that identifies all posts and allowances that will incorporate the pay award whilst taking into account any financial limits determined by BCUAT.

For teaching staff, including Leading Practitioners and any employees on the Leadership scale, the recommendation for a pay award will be made in September, based on the DfE School Teachers' Pay and Conditions Document for that academic year. BCUAT will consider whether or not the award should be applied to the Main Pay Range, Upper Pay Range and Leadership scale, and if approved the pay award will be implemented as soon as possible and backdated to 1st September.

For support staff the recommendation for a pay award will be made in the summer term, based on the cost of living pay awards recommended by the National Joint Council. BCUAT will consider whether or not the award should be applied to the pay scales, and if approved the pay award will be implemented as soon as possible and backdated to 1st April.

For Head Office staff, a cost of living award will be considered annually, based on the recommendations from BCU. BCUAT will consider whether or not the award should be applied, and if approved the pay award will be implemented as soon as possible and backdated to 1st August.

11. Part-time teachers

The Local Advisory Board will ensure that part-time teachers' pay and working time will be dealt with in accordance with the School Teachers' Pay and Conditions Document. Pay scales and pay progression will be as detailed earlier in this policy.

Part-time teachers will be entitled to be paid for their contractual hours pro-rata to a full-time teacher and will also be entitled to PPA time, other non-contact time and directed time allocated on a pro-rata basis.

12. Short notice/supply teachers

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

13. Allowances

13.1 Teaching and Learning Responsibility (TLR) payments

TLR payments will be awarded to the holders of the posts indicated in the Academy's staffing structure.

TLR payments will be awarded to a teacher on the Main Pay Range or Upper Pay Range where they are appointed to undertake a sustained additional responsibility within the Academy's staffing structure for ensuring the continued delivery of high quality teaching and learning in a specific, identified area for which they are accountable.

These posts will:

- focus on teaching and learning
- require the exercise of a teacher's professional skills and judgment
- require the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum
- have an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils
- involve leading, developing and enhancing the teaching practice of others

The Local Advisory Board will award TLR payments within the range prescribed in the School Teacher's Pay and Conditions Document.

A teacher will not be awarded more than one TLR of any value.

The Local Advisory Board may award a temporary TLR (TLR3) payment to a post requiring additional duties for a time limited period, for a specific project identified as a priority within the academy's development plan (School Improvement Plan) or other substantial academy improvement projects or exceptional one-off externally driven responsibilities. The value of any temporary TLR3 will be determined within the above range on an individual basis according to the complexity and level of responsibility of the role.

The duration of such temporary TLR3 payments would normally not exceed one year, after which time they will be reviewed and may be extended if appropriate.

There will be no safeguarding of any temporary TLR3 payments.

13.2 Special Educational Needs (SEN) allowances

The Local Advisory Board can award a Special Educational Needs Allowance to a classroom teacher in the following circumstances:

- in any SEN post that requires a mandatory SEN qualification and involves teaching pupils with SEN
- who teaches pupils in one or more designated special classes or units in the academy
- in any non-designated setting (including any pupil referral unit) that is analogous to a designated special class or unit where the post:
 - i. involves a substantial element of working directly with children with SEN
 - ii. requires the exercise of a teacher's professional skills and judgment in the teaching of children with SEN
 - iii. has a greater level of involvement in the teaching of children with SEN than is the normal requirement of teachers throughout the academy or unit within the academy

The Local Advisory Board will determine an appropriate value for each post, taking account of the structure for SEN provision in the academies and:

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

The value of any SEN allowance in the academies will be within the range prescribed in the School Teachers Pay and Conditions Document.

13.3 Acting Allowances

Teachers who cover all of the duties associated with a post of a higher grade or allowance than their own for a period of at least a term will be considered for payment of an acting allowance. This will normally be the difference between the teacher's substantive salary and the appropriate point on the pay range of the higher level post, and will cover the whole period of acting up, during which the teacher will be expected to undertake the full range of duties and responsibilities of the post.

14. Discretionary payments

14.1 Discretionary payments to the Principal

Exceptionally, BCUAT may consider a discretionary payment not exceeding 25% of the Principal's salary (if the Budget allows), as determined above, for reasons not already taken into account in determining the ISR, and which may include:

- the academy is an academy causing concern
- without such additional payment BCUAT considers that the academy would have substantial difficulty filling a vacant Principal post
- without such additional payment BCUAT considers the academy would have substantial difficulty retaining the existing Principal
- the Principal is appointed as a temporary Principal of one or more additional academies

BCUAT may also consider additional payments in respect of:

- additional responsibilities and activities due to, or in respect of, the provision of services by the Principal relating to the raising of educational standards to one or more additional academies

14.2 Other discretionary payments

The Local Advisory Board and Principal may consider a discretionary payment to recognise a teacher's performance which exceeds the academy's expectations and which is not recognised through accelerated salary progression in other sections in this policy.

15. Principal – additional responsibilities and activities

BCUAT may consider an additional payment where the Principal is providing services relating to the raising of educational standards to one or more other academies e.g. as a consultant leader, academy improvement partner, local leader for education or national leader of education.

Any payment considered under this section will be temporary only.

No payment will be considered where these duties have already been taken into account in other sections of this policy.

16. Recruitment and Retention

The Local Advisory Board may, on the advice of the Academy Principal, consider the award of a recruitment and retention incentive where there is clearly demonstrated evidence that such an incentive is required for one of these reasons:

- to attract suitable candidates for a post which it has been or it is considered difficult to fill
- to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill

The value of any recruitment or retention incentive will be determined according to the circumstances of each case but will take into account salary relativities across the academies structure and known staffing changes in the future.

Normally a recruitment or retention incentive will be financial, but where appropriate, the Trust may consider other benefits e.g. relocation expenses, health care, sports membership, childcare provision etc.

Any such incentive should be formally reviewed on a regular basis. The expected duration of the incentive should be determined according to the circumstances and made clear to the employee at the outset that the incentive will be reviewed on a certain date, after which it may be withdrawn.

17. Overtime

Overtime working is not encouraged but may be necessary from time to time.

Managers may, at their discretion, approve an arrangement involving time off in lieu of overtime worked. In such cases the time off in lieu will be on the basis of one hour off for one hour worked. Unless otherwise mutually agreed, the time off should normally be taken within two weeks of overtime being worked. The time off should not impact on the operational requirements of the role.

Payment for overtime will be made only in exceptional cases and with the prior approval of the Budget Holder and Principal in each academy. Payment must be managed within the Academy's normal budget allocations. Rates of overtime payments differ according to the relevant contract of employment. Overtime payments will not normally be made to staff on Senior Leadership grades and above.

18. Salary safeguarding

BCUAT will apply the salary safeguarding provisions of the School Teachers' Pay and Conditions Document.

Where review of an academy's staffing structure necessitates the safeguarding of salaries for support staff, current DfE guidance will be followed.

19. Payment of salaries

The Trust pays all salaries and wages directly into the employee's bank account. Monthly paid staff receive payment on or about the 28th day of each calendar month. Variation of the payment date will normally occur in December due to the Christmas holiday period.

The Trust is required to make all statutory deductions from salary including tax and National Insurance. Each employee receives an itemised pay statement explaining deductions from pay and showing the net amount paid into their bank account.

If you have any query about the amount you have been paid, please contact the HR Consultant.

20. Payment of expenses

Staff shall be reimbursed for all reasonable expenses necessarily incurred in the performance of Trust business.

Receipts must be provided for all expenses claimed.

All mileage claims will be reimbursed in line with HMRC guidelines as follows:

- 45p for the first 10,000 business miles in the tax year
- 25p for each business mile over 10,000 miles

Expenses payments will be made by BACS directly into the individual's bank account on or about the 28th day of each month (*see 19. Payment of salaries*).

21. Salary Sacrifice

BCUAT currently supports the following salary sacrifice schemes:

- Childcare Vouchers

Where the employee participates in any salary sacrifice arrangements, their gross salary shall be reduced accordingly. Please refer to the HR Consultant for further details of these schemes.

Participation in any salary sacrifice scheme arrangement will have no effect upon the determination of any safeguarded sum to which the teacher may be entitled.

22. Appeals

A member of staff may seek a review of any determination in relation to their pay or any decision taken by the Pay Review Committee of the Local Advisory Board (or committee or individual acting with delegated authority) that affects their pay.

BCUAT has agreed to consider appeals on the following grounds:

That the person or committee making the decision:

- incorrectly applied any provision of the School Teachers Pay and Conditions Document or other statutory provision
- failed to have proper regard for statutory guidance
- failed to take proper account of relevant evidence
- took account of irrelevant or inaccurate evidence
- was biased or otherwise unlawfully discriminated against the employee

The procedure for considering appeals is set out in Appendix A of this policy.

23. Monitoring and impact of the policy

At all times, all academies of the BCUAT are required to manage pay within their agreed budget.

The BCUAT Board will monitor the outcomes and impact of this policy annually, including trends in progression across specific groups of employees to assess its effect and the school's continued compliance with equalities legislation.

Appendix A: Pay Appeals Procedure

BCUAT has adopted the following procedure to consider any pay appeals:

Stage 1 – Informal

If, following receipt of the written confirmation of the pay determination, and where appropriate the basis upon which the decision was made, the member of staff is not satisfied, he/she should seek to resolve this by discussing the matter informally with the decision maker within 10 working days of the decision or within a mutually agreed timescale.

Where this is not possible, or where the member of staff continues to be dissatisfied with the decision, he/she may follow the formal Stage 2 Appeal process.

Stage 2 – Formal

The member of staff should submit a written appeal, setting out the grounds and the detail upon which the pay decision is appealed. This should be sent to the person or committee who made the determination, within 10 working days of the notification of the decision being appealed against, or the outcome of the informal discussion.

The appeal will be heard by a panel of LAB members who were not involved in the original determination. The appeal will normally be heard within 20 working days of the receipt of the written notification of appeal. The staff member will be given an opportunity to make representations in person and/or be accompanied by a colleague or trade union representative.

Following the hearing the member of staff will be informed in writing of the decision

The decision of the appeal panel will be given in writing and where the appeal has been rejected this will include a note of the evidence considered and the reasons for the decision.

The decision of the panel will be final. There will be no further right of appeal.

Appendix B: Determining the Group Size of the Academy

1. The Trust first calculates the 'total unit score' to find the 'head teacher group' range
2. This is used as the basis for setting the individual school range (ISR) for the head teacher's salary
3. Pay ranges for other senior staff are then set in relation to the ISR and the highest-paid classroom teacher

Total unit score

Each school has a total unit score which must be determined in accordance with the number of pupils on the school register.

The STPCD sets out the calculation as follows:

- The total unit score must be determined in accordance with the number of pupils on the school register, calculated as follows:

Key Stage	Units per pupil
For each pupil in the preliminary stage and each pupil in the first or second Key Stage	7
For each pupil in the third Key Stage	9
For each pupil in the fourth Key Stage	11
For each pupil in the fifth Key Stage	13

- The number of pupils on the school register, and the number of pupils at each key stage, must be determined by the numbers as shown on the most recent return of the DfE School Census
- Each pupil with a statement of special educational needs (SEN) or from September 2014 an Education, Health and Care (EHC) plan must, if in a special class consisting wholly or mainly of such pupils, be counted as three units more than the pupil would otherwise be counted as, and if not in such a special class, be counted as three units only where the relevant body so determines
- Each pupil who attends for no more than half a day on each day for which the pupil attends school must be counted as half as many units as the pupil would otherwise be counted as

Head teacher group

The head teacher group is set in accordance with the total unit score. Each head teacher group is tied to a range of spine points on the leadership pay scale:

Total unit score	Head teacher group (which determines salary for Head-teachers appointed on or after 1 September 2014)	Range of spine points (for Head-teachers appointed prior to 1 September 2014)
Up to 1,000	1	L6-L18
1,001 to 2,200	2	L8-L21
2,201 to 3,500	3	L11-L24
3,501 to 5,000	4	L14-L27
5,001 to 7,500	5	L18-L31
7,501 to 11,000	6	L21-L35
11,001 to 17,000	7	L24-L39
17,001 and over	8	L28-L43

A full table setting out the head teacher groups and salary ranges can be found on pages 11 and 12 of the STP&CD 2013 and pages 14-15 of the STP&CD 2015.

Appendix C: Procedure for applications to be paid on the Upper Pay Range

Any qualified teacher may submit an application, to the Principal, to be paid on the Upper Pay Range. It is the responsibility of individual teachers to decide whether or not to make an application to be paid on the upper pay range.

Teachers who are simultaneously employed to teach at two or more academies may submit separate applications to both (all) Principals if they wish to apply to be paid on the upper pay range in both (all) academies. Each Principal will make its own assessment and a decision made by one academy will not be binding on another.

For an application to be successful, the LAB must be satisfied that the teacher is highly competent in all elements of the Teachers' Standards, and any other relevant published standards, and that the teacher's achievements and contribution to the school are substantial and sustained.

Procedure for applications

- Applications to be paid on the upper pay range will be assessed once a year, after 31st October and before 30th November, to allow for appraisal reviews to take place
- Teachers whose applications are successful will be paid on the minimum of the upper pay range, backdated to 1st September of the same year
- Teachers may make one application in any year
- Applications should be made in writing to the Principal, and should be submitted by 31st October
- Applications should include a copy of the last two appraisal review statements, and any additional documentation or data that the teacher wishes to be taken into account in the assessment of his/her application and that provide evidence of how the teacher meets the criteria for payment on the upper pay range
- The Principal will assess each application (or will delegate the assessment to one or more members of the senior leadership team after which the assessments will be moderated by the Principal)
- The Principal will endeavour to write to the applicant on or before 30th November to inform him/her of the outcome of the assessment. This will be either:
 - The application has been successful and the teacher will be paid on the upper pay range with effect from 1st September of the same year; or
 - The application has not been successful, in which case the reasons for rejecting the application will be given together with details of how to seek a review of the decision if the teacher disagrees with it
- In the case of successful applications, the Principal will inform the LAB of his/her decision
- Following approval by the LAB, the recommendation will go to the BCUAT Board for final approval

Minimum criteria and evidence requirements

- Evidence from a two-year period up to the date of assessment (which will be 31st August in any one year) will be used to assess whether the teacher meets the criteria below. This applies equally to full and part time teachers
- Teachers who have been out of school for a significant period due to sickness absence or maternity leave, but who otherwise meet the two-year qualifying period, will have their applications assessed on the basis of the evidence available from this period
- Teachers who have been employed in this school for less than two years may submit evidence from other schools to demonstrate that they meet the criteria set out above. This must, as a minimum, include appraisal review statements for the period. The Principal may, at his/her discretion, ask for additional evidence to be submitted before an assessment is made

Criteria for assessment

- A teacher will be judged highly competent if he/she consistently meets and exceeds all aspects of the Teachers' Standards in full
- Substantial and sustained achievements and contribution to the academy will be judged by reference to at least two annual appraisal reviews, in which the appraiser should confirm that the teacher has demonstrated consistently high standards of competence
- There should be evidence of the teacher's positive impact on pupil achievement (for those pupils/students for which he/she is directly responsible and/or in the school more generally). e.g. higher than average progress, taking account of the pupil/student cohort, demonstrate consistent examples of best practice within the school
- There should be evidence of the teacher's wider contribution to the life of the school e.g. contributions to Inset, after school learning activities, curriculum enrichment beyond own class(es)
- All teaching observations within the two year period should be judged at least 'good' with at least one 'outstanding' judgment within the period. There should be outstanding elements evident in all sessions even if the overall judgment is 'good'.

Appendix D: Example of pay awards and pay progression calendar

1. Teaching staff (including Leading Practitioners and those on Leadership scale)

	2016				2017										
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov
2015/16	Final Review of 2015/16	Pay recommendation for 2016/17													
2016/17	Pay award (cost of living) for 2016/17	Set objectives for 2016/17					Mid-year review of 2016/17						Final Review of 2016/17	Pay recommendation for 2017/18	
2017/18													Pay award (cost of living) for 2017/18	Set objectives for 2017/18	

2. Support staff

	2016									2017					
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2016/17	Pay award (cost of living) for 2016/17	Set objectives for 2016/17					Mid-year review of 2016/17						Final Review of 2016/17	Pay recommendation for 2017/18	
2017/18													Pay award (cost of living) for 2017/18	Set objectives for 2017/18	