

INVICTUS

Education Trust

**TEACHING AND SUPPORT STAFF
PAY POLICY**

Approved by Board of Directors
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To be reviewed by Board of Directors
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SECTION A – GENERAL INTRODUCTION

1. Introduction

- 1.1 This policy sets out the framework for making decisions on employees' pay. It has been developed to comply with current legislation, the requirements of the School Teachers' Pay and Conditions Document (STPCD), the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service ("Green Book") and in accordance with the principles of public life – objectivity, openness and accountability. As part of the application of this policy, the [School/Academy/Trust] will collect, process and store personal data in accordance with our data protection policy. We will also comply with the requirements of Data Protection Legislation (being (i) unless and until the GDPR is no longer directly applicable in the UK, the General Data Protection Regulation ((EU) 2016/679) and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time, in the UK and then (ii) any successor legislation to the GDPR or the Data Protection Act 1998), and our [Workforce Privacy Notice] sets out how we will gather, process and hold personal data of individuals in relation to pay.
- 1.2 In adopting this pay policy the aim is to:
- (a) Achieve excellent outcomes for all students and improve the quality of teaching and learning across the Trust
 - (b) Support the recruitment and retention of a high quality workforce
 - (c) Complement the Trust's performance management and appraisal policies which are supportive and developmental and ensures employees have the skills and support to do their job effectively
 - (d) Enable us to recognise and reward staff appropriately for their contribution to the Trust
 - (e) Help to ensure that decisions on pay are managed in a fair, just and transparent way
 - (f) Ensure that there is no pay discrimination in decision making and that decisions are based on evidence and can be justified
- 1.3 Pay decisions at this Trust are made by the Board of Directors/Executive Headteacher/Local Governing Body and then moderated and approved at Trust Board level to ensure a consistent, fair and non-discriminatory approach. Decisions may be based on evidence which will be linked to appraisal outcomes and other indicators.
- 1.4 This procedure does not form part of any employee's contract of employment and it may be amended at any time following consultation. We may also vary application of this procedure, including any time scales for action, as appropriate.
- 1.5 The policy has been implemented following consultation with staff and recognised Trade Unions. It has been formally agreed by the Trust Board and adopted by each academy on 1st September 2016.

2. Monitoring and Reviewing the Impact of the Policy

- 2.1 The Trust will review and monitor the outcomes and impact of this policy on an annual basis, including trends in progression across specific groups of staff to assess its effect and the school's continued compliance with equalities legislation. This is to ensure it is meeting objectives and is working effectively.

SECTION B – DETERMINING TEACHERS’ PAY

1. Job Roles and Responsibilities

- 1.1 All teachers will be provided with a job description outlining the roles and responsibilities of the post. This may also include the pay range and any additional payments or allowances covered by this policy.
- 3.2 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.

2. Basic Pay Determination on Appointment

- 2.1 The Trust will determine the 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.
- 2.2 In making such determinations, the Trust may take into account a range of factors, including:
 - (a) The nature of the post
 - (b) The level of qualifications, skills and experience required
 - (c) Market conditions
 - (d) The wider Trust context and strategic priorities
- 2.3 Although there is no assumption that a teacher will be paid at the same rate as they were being paid in a previous school, the school will determine the appropriate rate of pay for a teacher joining the school taking account of salary expectations, current salary and the factors set out above.

3. Pay Reviews

- 3.1 The Governing Body will ensure that each teacher’s salary is reviewed annually by no later than 31 October each year. Pay increases will be backdated to 1 September of the same academic year.
- 3.2 Salary will also be reviewed if a teacher takes up a new post with effect from the date the post commenced or in other circumstances as required, with effect from the relevant date. In addition, a review may occur at other times where there has been a significant change affecting an individual teacher’s pay.
- 3.3 All teachers will be notified in writing within one month of a decision on pay setting out their salary, any payments or other financial benefits awarded any safeguarding, where a copy of the staffing structure and pay policy may be inspected and any other information required by STPCD.

4. Assessment of Pay Progression

- 4.1 In this Trust all teachers will receive regular feedback on their performance and are subject to an annual performance appraisal. The arrangements for teacher appraisal are set out in our Appraisal Policy.
- 4.2 Decisions regarding pay progression will be made with reference to the appraisal process. A fair and transparent assessment process will be in place where decisions are based on evidence.
- 4.3 In this Trust, judgements of performance will be made in relation to appraisal outcomes, meeting objectives and, the Teachers’ Standards.

- 4.4 The evidence we use will be summarised in the appraisal process and will include peer review, tracking pupil progress, lesson observations, the views of pupils and parents.
- 4.5 Teachers' appraisal reports will contain pay recommendations. These recommendations will be reviewed by the Headteacher in each school and will be moderated by each Local Governing Body and then across the Trust by the Board.
- 4.6 Final decisions about whether or not to accept a pay recommendation will be made by the Trust Board, having regard to the appraisal report containing the pay recommendation and the moderation exercise as set out in 3.5 above.
- 4.7 Additional progression may be considered in accordance with the criteria set out in this policy.
- 4.8 It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.
- 4.9 Where teaching, progress or compliance with the Teachers' Standards (where applicable) is not meeting expectations the Headteacher will determine support and if necessary the capability procedure will be used. In such situations there would be no pay progression during that year.
- 4.10 The Trust will consider its approach in the light of the Trust's/School's budgets and ensure that appropriate funding is allocated for pay progression at all levels.

5. Main Pay Range for Teachers

- 5.1 The main pay range within the Trust is from £22,916 - £33,824 per annum. Within this range the Trust has [six reference points] which are as follows:

Point	Annual FTE salary
1 (main pay range minimum)	£22,916
2	£24,485
3	£26,454
4	£28,489
5	£30,734
6	£33,492
6+(main pay range maximum)	£33,824

Pay progression for main pay range teachers

- 5.2 Eligible main pay range teachers will be automatically considered for progression and no application will be necessary. However annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the teacher's performance with reference to the appraisal process.
- 5.3 Teachers will progress by one point until they reach the top of their range if in the professional judgement of the Headteacher, they can demonstrate and the Trust Board is satisfied that there is evidence of them meeting the Teachers' Standards and Career Stage Expectations / Professional Skills Level Descriptors for that band and in particular:
- (a) Consistently good teaching evidenced throughout the year

- (b) Pupil progress targets achieved
- (c) The Teachers' Standards are met in full

5.4 The Trust has determined that, other than in exceptional circumstances, a teacher would not move to Upper Pay Range unless they are able to demonstrate:

- A minimum 2 years teaching experience;

5.5 Experience of working across different key stages, and including a period of a sustained level (minimum 2 terms) of performance at the higher level immediately prior to moving to Upper Pay Range.

5.6 Meeting appraisal objectives will not automatically mean that pay progression will be awarded. Where a teacher's performance does not demonstrate a sustained level and is below the school's expectations at that level of post, the governors may determine that no incremental progression will be awarded in that year.

5.7 Additional progression of one additional point may be considered for those teachers who in the professional judgement of the Headteacher that they can demonstrate and the Trust Board is satisfied that there is evidence of exceeding school expectations:

- (a) Consistently "outstanding" teaching
- (b) Progress targets exceeded in the majority of groups or pupils
- (c) Successful leadership of a whole school initiative where impact can be evidenced

6. Upper Pay Range for Teachers

6.1 The upper pay range within this trust is from £35,571 - £38,250 per annum. Within this range the Trust has [three reference point] which are as follows:

Point	Annual FTE salary
1 (upper pay range minimum)	£35,927
2	£37,258
3 (upper pay range maximum)	£38,633

Application to be paid on the upper pay range

6.2 Any qualified teacher may apply to be paid on the upper pay range and any such application must 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. To move to Upper Pay Range 3, the teacher must be able to demonstrate:

- At least 4 years' experience;
- Experience of working across different key stages, and including a period of a sustained level (minimum 2 terms) of performance at the higher level immediately prior to, moving to Upper Pay Range.

6.3 Applications may be made once a year during the final summer half-term for progression.

- 6.4 Applications should contain evidence from the last two years, should be made in writing using the standard form available from the Headteacher's Office and be submitted to the Headteacher.
- 6.5 An application from a qualified teacher to progress on to the upper pay range will be successful where they can demonstrate that they meet not only the Teachers' Standards, but are highly competent in all elements of the standards and that their achievements and contribution are substantial and sustained. In this Trust this means that to achieve progression, the Governing Body must be satisfied that the teacher meets this criteria, and there is evidence from the past two years of:
- (a) Consistently outstanding teaching
 - (b) Evidence of coaching and supporting colleagues to achieve improved student outcomes
 - (c) Acting as a role model for Teaching & Learning
 - (d) A commitment to personal development and CPD focused on improving outcomes for students
 - (e) Highly competent in all areas of the Teachers' Standards
 - (f) The contribution at this level must be substantial and sustained.
- 6.6 The application will initially be assessed by the Headteacher who will moderate all applications. The Headteacher will then make recommendations to the Local Governing Bo who will make the final decision.
- 6.7 The assessment will usually be made within 20 working days of the start of the autumn term, following the application.
- 6.8 If successful, applicants will move on to the upper pay range from 1 September of the term following the application.
- 6.9 Ordinarily a successful teacher will be placed on the bottom of the upper pay range. In exceptional circumstances the Headteacher may recommend a higher salary based on:
- (a) The nature of the post and the responsibilities it entails
 - (b) The level of qualifications, skills and experience of the teacher
 - (c) Market forces
- 6.10 If unsuccessful, feedback will be provided in writing by Headteacher along with confirmation of the process for appeals.

Pay progression for teachers within the upper pay range

- 6.11 Once a teacher has moved on to the upper pay range, if eligible they will be automatically considered for further progression no more than once every two years and no application will be necessary. However annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the teacher's performance with reference to the appraisal process.
- 6.12 Upper pay range teachers will progress by one point, until they reach the top of the range, if they can demonstrate, and the Governing Body is satisfied, that there is evidence from the required period of continuing to meet the criteria at 6.5.

7. Pay Range for Unqualified Teachers

7.1 The unqualified teacher pay range within this Trust is from £16,461 - £26,034 per annum. Within this range the Trust has [six reference points] which are as follows:

Point	Annual FTE salary
1 (unqualified teacher pay range minimum)	£16,626
2	£18,560
3	£20,492
4	£22,426
5	£24,361
6 (unqualified teacher pay range maximum)	£26,294

Pay progression for unqualified teachers

7.2 Eligible unqualified teachers will be automatically considered for further progression and no application will be necessary. However annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the teacher's performance with reference to the appraisal process.

7.3 Judgements of performance will be made in relation to appraisal outcomes and meeting objectives. The minimum expectation to achieve pay progression is:

- (a) All objectives met
- (b) Consistently good teaching evidenced throughout the year
- (c) Pupil progress targets achieved for all groups

7.4 Additional progression will be considered for unqualified teachers who demonstrate:

- (a) All objectives exceeded
- (b) Consistently outstanding teaching evidenced throughout the year
- (c) Progress targets exceeded in the majority of groups or pupils

7.5 The Governing Body 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.

8. Pay Ranges for Leading Practitioner Posts

- 8.1 Leading practitioner posts have the primary purpose of modelling and leading improvement of teaching skills. Within this Trust, they will take a leadership role in developing, implementing, and evaluating policies and practice in their workplace that contributes to school improvement. To be appointed to a leading practitioner role, the teacher must:
- (a) Be an exemplar of teaching skills,
 - (b) Lead the improvement of teaching skills in the Academy and across the Trust
 - (c) Carry out the professional responsibilities of a teacher other than a Headteacher, including those responsibilities delegated by the Headteacher.
- 8.2 The pay range for these posts will be determined individually for each leading practitioner post, which may differ to reflect the different demands and challenges of that post. Each individual pay range will be determined within the overall minimum and maximum of the pay range set by STPCD.

Pay progression for leading practitioners

- 8.3 Eligible leading practitioners will be automatically considered for further progression and no application will be necessary. However, annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the leading practitioner's performance with reference to the appraisal process.
- 8.4 Leading practitioners will progress by [one point] until they reach the top of their range, if they can demonstrate, and the Governing Body is satisfied, that they continue to effectively carry out the purpose of the role as set out at 7.1 and there is evidence of:
- (a) Consistently outstanding teaching
 - (b) Evidence of coaching and supporting colleagues to achieve improved student outcomes
 - (c) Acting as a role model for Teaching & Learning
 - (d) A commitment to personal development and CPD focused on improving outcomes for students
 - (e) Highly competent in all areas of the Teachers' Standards
- 8.5 Additional progression may be considered for leading practitioners where performance is judged to be exceptional taking into account the criteria at 7.4 and where all objectives have been exceeded.

9. Pay Ranges for Members of the Leadership Group (see appendix 2)

- 9.1 Pay ranges for Headteachers, Deputy Headteachers and Assistant Headteachers will be determined in line with STPCD for new appointments, where responsibilities significantly change or if the Trust chooses to review pay of leadership posts in line with STPCD. The pay range will take into account all permanent responsibilities of the role, any challenges that are specific to the role and all other relevant considerations including the skills and competencies required. Pay ranges will allow appropriate scope for performance related progression over time.

Headteachers

- 9.2 The school will be assigned to a Headteacher group calculated using its total unit score, in accordance with STPCD.
- 9.3 The Trust will assign a [seven] point range based on the school group size, ensuring that there is no overlap of salary bands between the Headteacher and other leadership posts. A pay range will be determined for the Headteacher, which will not normally exceed the maximum of the Headteacher group, unless the specific exceptional circumstances or candidate warrant it, up to an additional 25%.
- 9.4 Additional payments may be made to a Headteacher for temporary responsibilities that are in addition to the duties taken into account for the determination at 9.1-9.3. The total sum of any temporary payments will not normally exceed 25% of the Headteacher's annual salary.
- 9.5 In addition, the total sum of annual salary combined with any temporary payments (where applicable) will not exceed the maximum of the Headteacher group, calculated at 9.2, by more than 25%. Where this, or exceeding the limits set out at 9.3 and 9.4 are being considered by the Board of Directors/Local Governing Body, there must be wholly exceptional circumstances and that committee must make a business case to the full Governing Body who will seek external independent advice.

Deputy Headteachers and Assistant Headteachers

- 9.6 The Trust will assign a [five] point range for Deputy Headteacher and Assistant Headteacher posts, considering how the role fits within the wider leadership structure of the Trust. The pay range will not exceed the maximum of the Headteacher group for the school and will not normally overlap with the pay range of the Headteacher, except in exceptional circumstances.

Pay Progression for Members of the Leadership Group

- 9.7 Eligible members of the leadership group will be automatically considered for further progression and no application will be necessary. However, annual pay progression within the range is not automatic and decisions regarding pay progression will be clearly attributable to the leadership group member's performance with reference to the appraisal process.
- 9.8 Leadership group members will progress by one point until they reach the top of their range if they can demonstrate, and the Governing Body is satisfied, that there is evidence of sustained high quality of performance in Academy leadership and management and pupil progress, clearly linked to school improvement priorities and outcomes.
- 9.9 Additional progression may be considered for members of the leadership group where performance is judged to be exceptional taking into account the criteria at 8.8 and where all objectives have been exceeded.

10. Teaching and Learning Responsibility (TLR) Payments

- 10.1 In this Trust we pay TLR1 or TLR2 to a classroom teacher for undertaking a sustained additional responsibility in the context of our staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning and for which the teacher is made accountable. The award is made whilst the teacher remains in the same post or occupies another post in the absence of a post-holder.

10.2 In addition, we may award a fixed-term TLR3 to a classroom teacher for time-limited, clearly defined school improvement projects, or one-off externally driven responsibilities. The annual value of a TLR3 will be no less than £522 and no greater than £2,603.

10.3 From September 2017 Teaching staff who are appointed to Teaching & Learning Responsibility roles will be appointed on the following TLR Salary Scale:

Invictus Education Trust	
TLR Point	Allowance
2a	£2,666
2b	£4,441
2c	£6,515
1a	£7,698
1b	£9,472
1c	£11,247
1d	£13,027
3 min	£528
3 max	£2,629

11. Special Educational Needs (SEN) allowances

11.1 A SEN allowance will be paid to classroom teachers who meet the criteria set out in STPCD. Where a SEN allowance is to be paid, the spot value of between £2,084 and £4,116 will be determined based on the structure of the SEN provision, whether mandatory qualifications are required for the post, the qualifications or expertise of the teacher and the relative demands of the post.

Invictus Education Trust	
SEN Point	Allowance
1	£2,106
2	£3,131
3	£4,157

12. Acting up Allowances

12.1 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 4 weeks 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.

13. Recruitment and Retention

13.1 The Trust, on the advice of the Headteacher, may consider the award of a recruitment and retention payment where there is clearly demonstrated evidence that such a payment is:

- Required to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
- Required 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.
- Recognises a teacher's performance which exceeds the school's expectations and which is not recognised through accelerated salary progression in other sections in this policy.

13.2 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the school structure and known staffing changes in the future and would normally be within the range: £500.00 - £5,000.

13.3 The duration of the payment will be determined according to the circumstances of the payment. Initially this may be for a period of 1- 3 years but will be subject to annual review which may extend the period if appropriate.

14. Newly Qualified Teachers (NQTs)

14.1 In the case of NQTs pay decisions will be made by means of the statutory induction process.

15. Part Time Teachers

15.1 Teachers who work less than a standard working week are deemed to be part time. Their hours and working time obligations will be set out in their contracts of employment and in line with the provisions of STPCD. The pay of part time teachers will be determined in the same way as full time teachers and any increase in pay will be paid pro rata to full time equivalent salary rates.

16. Short Notice/Supply Teachers

16.1 Teachers employed on a day-to-day 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. They will be paid the agreed rate for the job and are not subject to the appraisal process.

17. Pay Protection/Safeguarding

17.1 Pay protection/safeguarding arising from changes to pay and structure will be in line with the provisions of STPCD.

18. Absence and Pay Progression

18.1 Employees who are absent long term (including, but not limited to, maternity leave and long term sick leave due to a disability) are still eligible to be considered for pay progression.

18.2 The Trust will take into account the criteria set out in this policy, but use the period of time prior to the employee commencing their period of absence. In most cases this will be the preceding year or two years for progression on to the upper pay range. If there is sufficient time for assessment in the current cycle, that period may also be considered.

19. Appeals

19.1 The steps of the pay appeals process perform the function of the grievance procedure on pay matters and so employees will not be able to raise the complaint under the Trust's grievance procedure following conclusion of a pay appeal.

- 19.2 Employees may be represented by a recognised Trade Union or colleague at any formal stage of this procedure. The employee is responsible for making these arrangements and for providing their representative with any paperwork they require for the hearing. The teacher should inform the clerk to Governors who their chosen companion is, in good time before the hearing.

Informal discussion

- 19.3 As part of the normal salary review process, the Headteacher will inform the teacher of the pay decision. Upon receipt of written notification of the pay decision, if the teacher is dissatisfied they should first discuss the decision with the Headteacher within 5 working days of receipt of the notification.
- 19.4 This discussion gives an opportunity for a teacher to discuss the decision on their pay, to gain an understanding of why the pay recommendation and decision were made and to resolve issues quickly and informally. If this does not resolve an issue, a teacher may follow the formal procedure set out below.

Stage One

- 19.5 If, following discussion with the Headteacher, the teacher remains dissatisfied, they can make a formal appeal in writing within 5 working days of the discussion with the Headteacher to the committee who made the decision. The possible grounds for appeal are:
- (a) Incorrectly applied any provision of the STPCD;
 - (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) Was biased; or
 - (f) Unlawfully discriminated against the teacher.
- 19.6 Appeals against pay decisions should be made in writing and addressed to the Chair of Governors stating the grounds of their appeal in accordance with 16.5 above.
- 19.7 The panel that made the decision (or a representative from) will convene a meeting to consider the appeal as soon as is practically possible. The employee will be invited in writing, giving a minimum of 5 working days' notice and copies of any relevant documents to be considered at the meeting will be enclosed.
- 19.8 The teacher will have the opportunity to make representations to the Governors panel or their representative and a school representative will also attend to present the management case. A note taker will also be present.
- 19.9 The panel or their representative will review their decision and will confirm the outcome in writing to the teacher within 5 days.

Stage Two

- 19.10 If a teacher wishes to appeal against the decision made at Stage One, they may do within 5 working days of the written decision on the grounds that the committee who made the decision:
- (a) Incorrectly applied any provision of the STPCD;
 - (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) Was biased; or
- (f) Unlawfully discriminated against the teacher.

- 19.11 Appeals against the decision at Stage One should be made in writing and addressed to the Chair of the Board of Directors stating the grounds of their appeal in accordance with 16.10 above.
- 19.12 Upon receipt an appeals panel of Directors who have not been involved in the original decision will convene a meeting to consider the appeal as soon as is practicably possible. The employee will be invited in writing, giving a minimum of 5 working days' notice and copies of any relevant documents to be considered at the hearing will be enclosed.
- 19.13 The teacher will have the opportunity to make representations to the appeals panel and a representative of the original decision making panel will also attend. A note taker will also be present.
- 19.14 The decision of the panel will be confirmed in writing to the teacher within 5 working days. The appeal panel's decision is final; there is no further right of appeal.

SECTION C – DETERMINING SUPPORT STAFF PAY

All Support Staff will be provided with a job description outlining the roles and responsibilities of the post. This will also include the pay range and any additional payments or allowances covered by this policy.

20. Job Descriptions

- 20.1 The Headteacher, in conjunction with the line manager of the role, will ensure that an up to date job description is available for each post which identifies the appropriate duties.
- 20.2 The job description will be reviewed as appropriate or when duties or responsibilities have changed and it will be amended to reflect the current role; although it should be recognised that job descriptions are not intended to list all tasks. An employee may request changes to their job description if they feel their duties or responsibilities have changed significantly. If appropriate, consideration may be given to whether the grade for the post should be re-determined and if it is, the post holder will be paid the new grade from a date determined by the Trust. Any re-evaluation of grades will be overseen by the Trust to ensure consistency across the Trust grades. If the assessment results in a lower grade, the employee may be entitled to salary protection in accordance with their terms and conditions of employment.

21. Basic Pay Determination on Appointment

- 21.1 The Trust will determine the 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.
- 21.2 In making such determinations, the Trust may take into account a range of factors, including:
- (e) The nature of the post
 - (f) The level of qualifications, skills and experience required
 - (g) Market conditions
 - (h) The wider Trust context and strategic priorities

22. Incremental progression

- 22.1 If the employee has more than 6 months' service in their role at 1 April, they are eligible for an increment subject to satisfactory service. This will be paid annually with effect from 1 April until the employee reaches the top of their scale.
- 22.2 If the employee has less than 6 months' service in their role at 1 April, the first increment will not be paid until six months after their appointment subject to satisfactory service. Subsequent increments will be payable on 1 April in line with paragraph 5.1 of this policy.
- 22.3 Incremental progression is subject to satisfactory service and as such may be withheld where there are concerns about an employee's performance, such as achievement of objectives under the school's appraisal policy or wider performance concerns during the appraisal year. Where concerns arise, these will be discussed with the employee and a support plan put in place. In cases where incremental progression is withheld, the employee will receive confirmation of this in writing including the reasons and informing them of their right of appeal. Pay progression may be refused without recourse to the capability procedure.

23. Honoraria

- 23.1 An honorarium may be paid on a temporary basis where an employee is offered and agrees to:
- (a) Undertake higher level work in addition to their normal duties
 - (b) 'Act up' for at least four weeks into a higher graded post which has become temporarily vacant, for example, due to sick leave
- 23.2 The Headteacher will determine the amount of this payment. Where the employee is undertaking higher level work not equivalent to a higher graded post, a fixed sum will be agreed. Where the employee is acting up and if carrying out the full responsibilities of the role, the payment will usually be the difference between the minimum point of the higher graded role and their current salary.
- 23.3 The employee will return to their substantive post and salary when they are no longer required to undertake the higher level work or 'act up'.
- 23.4 This should usually only be a temporary solution and the Headteacher should consider whether it may be more appropriate to advertise the post or duties on a fixed term basis.

24. Appeals

- 24.1 A member of support staff has the right to appeal against a decision that affects their pay. The principles of the appeals process for teachers apply (set out in Section B, paragraph 19) however the Green Book replaces STPCD at 19.5(a) and 19.10(a).

25. Salary Scales

At the time of conversion to Academy – 1st March 2015, Invictus Education Trust had two Local Authority Support Staff salary scales in place, in accordance with Local Government Employee Pay & Conditions, the Green Book.

As part of the TUPE process existing Support Staff were employed by Invictus Education Trust on their current terms and conditions of service. Crestwood and Ellowes Support Staff are paid in line with Dudley NJC Pay Structure and Kinver and Ounsdale Support Staff are paid in line with Staffordshire NJC Pay Structure. See Appendix 1.

From 1st March 2015 any new Support Staff employed by Invictus Education Trust will be paid on Invictus Education Trust Support Staff Pay Structure – which mirrors Dudley NJC pay structure. Support Staff Pay Structure can be obtained from school HR Manager.

Support Staff Pay Scales. All support staff recruited and appointed post academy conversion from 1st March 2015 have been appointed on the salary scales below:

Support Staff Pay Structure as at April 2018 *Full Time Salary – 52.1428wks – 37 Hours*

Invictus Education Trust			
Grade	Spine Point	Annual Salary	Hourly Rate
1			
	6	£16394	8.50
2	7	£16495	8.55
	8	£16626	8.62
	9	£16755	8.68
3	10	£16863	8.74
	11	£17007	8.82
	12	£17173	8.90
	13	£17391	9.01
4	14	£17681	9.16
	15	£17972	9.32
	16	£18319	9.50
	17	£18672	9.68
5	18	£18870	9.78
	19	£19446	10.08
	20	£19819	10.27
	21	£20541	10.65
6	22	£21074	10.92
	23	£21693	11.24
	24	£22401	11.61
	25	£23111	11.98
7	26	£23866	12.37
	27	£24657	12.78
	28	£25463	13.20
	29	£26470	13.72
8	30	£27358	14.18
	31	£28221	14.63
	32	£29055	15.06
	33	£29909	15.50
9	34	£30756	15.94
	35	£31401	16.28
	36	£32233	16.71
	37	£33136	17.18
10	38	£34106	17.68
	39	£35229	18.26
	40	£36153	18.74
	41	£37107	19.23
11	42	£38052	19.72
	43	£39002	20.22
	44	£39961	20.71
	45	£40858	21.18
12	46	£41846	21.69
	47	£42806	22.19
	48	£43757	22.68
	49	£44697	23.17

Leadership Pay Scales Sept 2017

SCALE	SEPT 2016	HOURLY RATE	INVICTUS SEPT 2017	HOURLY RATE
Leadership				
1	£38,984	£30.82	£39,374	£31.13
2	£39,960	£31.59	£40,360	£31.90
3	£40,958	£32.38	£41,368	£32.70
4	£41,979	£33.18	£42,399	£33.52
5	£43,023	£34.01	£43,453	£34.35
6	£44,102	£34.86	£44,543	£35.21
7	£45,290	£35.80	£45,743	£36.16
8	£46,335	£36.63	£46,798	£36.99
9	£47,492	£37.54	£47,967	£37.92
10	£48,711	£38.51	£49,198	£38.89
11	£49,976	£39.51	£50,476	£39.90
12	£51,128	£40.42	£51,639	£40.82
13	£52,405	£41.43	£52,929	£41.84
14	£53,712	£42.46	£54,249	£42.88
15	£55,050	£43.52	£55,601	£43.95
16	£56,512	£44.67	£57,077	£45.12
17	£57,810	£45.70	£58,388	£46.16
18	£59,264	£46.85	£59,857	£47.32
19	£60,734	£48.01	£61,341	£48.49
20	£62,241	£49.20	£62,863	£49.69
21	£63,779	£50.42	£64,417	£50.92
22	£65,364	£51.67	£66,018	£52.19
23	£66,983	£52.95	£67,653	£53.48
24	£68,643	£54.26	£69,329	£54.81
25	£70,349	£55.61	£71,052	£56.17
26	£72,089	£56.99	£72,810	£57.56
27	£73,876	£58.40	£74,615	£58.98
28	£75,708	£59.85	£76,465	£60.45
29	£77,583	£61.33	£78,359	£61.94
30	£79,514	£62.86	£80,309	£63.49
31	£81,478	£64.41	£82,293	£65.05
32	£83,504	£66.01	£84,339	£66.67
33	£85,579	£67.65	£86,435	£68.33
34	£87,695	£69.32	£88,572	£70.02
35	£89,874	£71.05	£90,773	£71.76
36	£92,099	£72.81	£93,020	£73.53
37	£94,390	£74.62	£95,334	£75.36
38	£96,724	£76.46	£97,691	£77.23

39	£99,081	£78.32	£100,072	£79.11
40	£101,554	£80.28	£102,570	£81.08
41	£104,092	£82.29	£105,133	£83.11
42	£106,699	£84.35	£107,766	£85.19
43	£109,366	£86.46	£110,460	£87.32