

# C15 Leadership Pay Policy 2020/21

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## 1. Introduction

- 1.1 This policy sets out a framework for making decisions on leadership staff pay in the University of Brighton Academies Trust. It has been developed to comply with current legislation and the provisions of the School Teachers Pay and Conditions Document, including nationally agreed annual pay awards.
- 1.2 All policies and procedures for determining pay will be consistent with the principles of public life; objectivity, openness and accountability.
- 1.3 This policy applies to the Executive Team, Teaching Leadership staff (this includes all staff paid on the teaching leadership pay range) and Heads of Professional Services.
- 1.4 The aims of this policy are to:
  - Support the recruitment and retention of high-quality leaders
  - Enable the trust to recognise and reward leaders appropriately for their contribution to the Trust
  - Help to ensure that decisions on pay are managed in a fair, just and transparent way

## 2. Responsibilities

- 2.1 The Board of Trustees has overall responsibility for agreeing arrangements in which pay decisions for leadership staff will be made, specifically the delegated responsibilities contained herewith.
- 2.2 The Board of Trustees' Remuneration and HR Committee is responsible for monitoring the pay of leadership staff.
- 2.3 The HR team is responsible for developing, maintaining and overseeing implementation of the provisions within this policy. It is also responsible for providing related information and guidance to all stakeholders.

### **3. Chief Executive and Executive Directors**

- 3.1 The Board of Trustees determines the pay of the Chief Executive and Executive Directors when a new appointment is proposed and/or when there is significant change in the responsibilities of a serving member of staff, giving due regard to:
- The particular requirements of the post
  - The size and complexity of the Trust, including any planned developments
  - Any specialist knowledge, skills or experience required to undertake the specific duties of the role
  - Market conditions, including benchmarking information
  - The need to ensure that the remuneration is proportionate and not excessive, contentious or inappropriate
- 3.2 The Chief Executive and Executive Directors may be entitled to temporary additional payments including:
- *Honoraria*: A reward payment for taking on substantial new duties and responsibilities for a temporary period or where exceptional contribution to a project or piece of work has been made, and for which no other payment has been made.
  - *Merit payments*: Flat rate payments in recognition of a particular one-off contribution or a substantially increased workload. The level of payment should be objectively justified.
- In each case, a proposal accompanied by a rationale and supporting evidence must be submitted for consideration by the Chair of the Board of Trustees.

### **4. Teaching Leadership Staff**

- 4.1 The pay range of the Teaching Leadership Staff will take account all of the permanent responsibilities of the role, any challenges that are specific to the role and other relevant factors. Pay ranges will be determined when a new role is proposed and/or where there is a significant change in the responsibilities of the serving leaders.
- 4.2 Pay ranges of Lead Principals, Principals, Vice Principals and Assistant Principals will be determined in accordance with this policy. Pay ranges of all other Teaching Leadership Staff will be determined by the Trust's Executive Team, taking into account the principles of this policy.

#### **4.3 Lead Principals, Principals, Vice Principals and Assistant Principals**

- 4.3.1 In accordance with the STPCD, the pay range of Lead Principals, Principals, Vice Principals and Assistant Principals is based on the Leadership Group<sup>1</sup> of the academy in the STPCD, which is dependent on the total unit score, calculated as follows:
- Each pupil in the preliminary stage and each pupil in the first or second key stage is equivalent to 7 units\*
  - Each pupil in the third key stage is equivalent to 9 units\*
  - Each pupil in the fourth key stage is equivalent to 11 units\*
  - Each pupil in the fifth key stage is equivalent to 13 units\*

\*The value increases by 3 units for each pupil who has a Statement of Educational Needs (SEN) or Education, Health and Care (EHC) plan and is based in a SEN Facility.

Each pupil who attends up to half a day will be counted as half of the units assigned above.

- 4.3.2 The above unit score translates into eight Leadership Groups as shown in appendix 1.

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<sup>1</sup> In this document, the term 'Leadership Group' means the same as 'Headteacher Group' in the STPCD

4.3.3 The criteria for establishing an appropriate pay range for Lead Principals, Principals, Vice Principals and Assistant Principals is determined by the level of challenge and complexity of the academy:

- Social challenge:
  - (a) Number of pupils eligible for the pupil premium/free school meals (consistently 5% points higher than the national average for the last 3 years)
  - (b) Number of children with special educational needs and who have a statement or an Education Health and Care Plan (1.5% points higher than the national average of the percentage of children with SEN statements or EHC Plans)
  - (c) Number of pupils with English as an additional language (consistently 5% points higher than the national average for the last 3 years)
- Complexity of pupil population and school workforce:
  - (d) Specialist units or centres (e.g. SEN Facility, Multi Agency Centre etc)
  - (e) Nurseries
- Any specific challenges, e.g. managing geographically split sites; a new principal in an academy that has been placed in a category etc
  - (f) Other

The pay range will be moved up one point for every criterion referred to above up to a maximum of 3 points.

#### 4.3.4 *Principal*

- (i) The nominal pay range of a Principal will be a seven-point range within the middle of the salary range for the relevant Leadership Group.
- (ii) The pay range will be moved along by one point for every criterion referred to in paragraph 4.3.3 up to a maximum of 3 points.
- (iii) The pay range will be extended beyond the seven point pay range (up to the equivalent of a maximum of 25% above the maximum value of the Leadership Group) in the following circumstances, where the experiences and expertise gained is disseminated across the trust:
  - Contribution to wider educational development (extend by one point):
    - School to school support: National Leader of Education responsibilities
    - School to school support: Lead Principal responsibilities
    - Ofsted inspector
  - Leading an academy with Teaching School status (proposed extension to be accompanied by a rationale and supporting evidence)
  - Recruitment and retention issues (proposed extension to be accompanied by rationale and supporting evidence)
  - Other factors, including a permanent cross-trust responsibility (proposed extension to be accompanied by rationale and supporting evidence)

This is subject to a business case and evidence being submitted for consideration and approval by the Remuneration and HR Committee.

#### 4.3.5 *Vice Principal*

- (i) The nominal pay range of a Vice Principal will be a five-point range immediately before for the academy's Leadership Group.
- (ii) The pay range will be moved along by one point for every criterion referred to in paragraph 4.3.3 up to a maximum of 3 points.
- (iii) In exceptional circumstances, the pay range may be extended beyond the five point pay range (up to the equivalent of a maximum of 25% above the nominal pay range).

This is subject to a business case and evidence being submitted for consideration and approval by the Remuneration and HR Committee.

- (iv) The pay range for a Vice Principal will not overlap the Principal pay range unless there are exceptional circumstances. A Vice Principal's salary will be higher than the salary of staff with Teaching and Learning Responsibility allowances in the academy.

#### **4.3.6 Assistant Principal**

- (i) The nominal pay range of an Assistant Principal in a Leadership Group 3 or larger academy will be a five-point range immediately before the academy's nominal Vice Principal pay range.
- (ii) The nominal pay range of an Assistant Principal in a Leadership Group 2 academy will be the five-point range L1 – 5.
- (iii) The pay range will be moved along by one point for every criterion referred to in paragraph 4.3.3 up to a maximum of 3 points.
- (iv) In exceptional circumstances, the pay range may be extended beyond the five point pay range (up to the equivalent of a maximum of 25% above the nominal pay range). This is subject to a business case and evidence being submitted for consideration and approval by the Remuneration and HR Committee.
- (v) The pay range for an Assistant Principal will not overlap the Vice Principal pay range unless there are exceptional circumstances or unless it is a Leadership Group 2 academy. An Assistant Principal's salary will be higher than the salary of staff with Teaching and Learning Responsibility allowances in the academy.

#### **4.3.7 Lead Principal**

- (i) A Lead Principal is a Principal who undertakes significant cross-trust responsibility, for example providing senior leadership support to an underperforming academy. A daily rate of £350 will be paid to the Lead Principal's home academy for each day of support provided within the Trust (beyond the 10 days of support that all Principals of good or better academies are asked to provide).

#### **4.4 Other staff on the Teaching Leadership pay range**

- (i) Advice should be sought from the HR team when proposing the pay range of any other staff who are to be paid on the Leadership Pay range. The final pay range will be confirmed by the Trust's Executive Team.

4.5 Teaching Leadership Staff may receive additional temporary payment for a clearly time bound responsibility or duty that is in addition the post for which their salary has been determined. The total payments made to the individual including the temporary payment must not exceed 25% of the annual salary otherwise payable. This is subject to a rationale and supporting evidence being submitted for consideration by the Remuneration and HR Committee.

### **5. Recruitment and Retention Incentives**

5.1 The Remuneration and HR Committee may consider and approve additional payments to Teaching Leadership staff for recruitment and retention purposes upon receipt of a business case.

5.2 Recruitment and retention incentives are a means of providing financial assistance for specific circumstances that may impede a leader's ability to accept a role; for example, supporting relocation, housing or travel costs.

5.3 Recruitment and retention awards will be for a time limited period.

## **6. Heads of Professional Services**

6.1 The pay for Heads of Professional Services is established through a job evaluation process where a new appointment is proposed and/or when there is a significant change of responsibilities of a serving member of staff. The job evaluation gives due regard to:

- The particular requirements of the post
- The scope and complexity of the responsibilities assigned to the post holder, including any planned developments
- Any specialist qualifications, knowledge, skills or experience required to undertake the specific duties of the role

6.2 Heads of Professional Services may be entitled to temporary additional payments including:

- *Honoraria*: A reward payment for taking on substantial new duties and responsibilities for a temporary period or where exceptional contribution to a project or piece of work has been made, and for which no other payment has been made
- *Merit payments*: Flat rate payments in recognition of a particular one-off contribution or a substantially increased workload. The level of payment should be objectively justified.

In each case, a proposal accompanied by a rationale and supporting evidence must be submitted for consideration by the Executive Team.

## **7. Pay progression**

7.1 Subject to satisfactory performance, a member of leadership staff will increment by one point in their pay range on 1 September each year. Incremental progression will continue until the top of the pay range is reached.

7.2 For those commencing employment between 1 March and 31 August, the first date for incremental progression will be six months after the start date. Subsequent increments will be on 1 September each year.

## **8. General principles**

8.1 When determining a salary on appointment, there must be appropriate scope within the range to allow for pay progression over a period of time. Normally, a member of leadership staff will be appointed to the lowest point in the pay range, unless there are exceptional circumstances (this includes the individual's previous/existing salary).

8.2 Reviews of pay ranges may take place at any time to reflect changes in circumstances or responsibilities.

8.3 In the case of the Lead Principals, Principals, Vice Principals and Assistant Principals, pay ranges may be revised to reflect known changes in the total unit score that determine the Leadership Group of the academy (see paragraph 4.3.1).

8.4 Pay progression may be withheld when a member of leadership staff's performance is being monitored under the Trust's Capability Policy and Procedure. The Board of Trustees (in the case of the Chief Executive or an Executive Director) or the Executive Team (in the case of all other leadership staff) may still, on the recommendation of the line manager, opt to award the incremental point once the staff member's performance has returned to a satisfactory level and the capability process has been concluded, although this will not be backdated.

- 8.5 The Remuneration and HR Committee will monitor the outcome and impact of this policy on a regular basis. Specifically, they will assess whether
- There is equity in remuneration and pay progression in accordance with the Equalities Act and Public Sector Equality Duty
  - Pay arrangements are used effectively in accordance with principles of public life
  - Remuneration arrangements support high performance across the Trust.

## 9. Policy status and review

Written by	HR Manager
Owner	Head of People
Status	v2 - 2019/20 – Approved v3 - 2020/21 - DRAFT
Equality Impact Assessment	Initial Impact Assessment Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Full Impact Assessment Yes <input type="checkbox"/> N/A <input checked="" type="checkbox"/>
JCC Consultation date	v2 - 2019/20 version - 02/11/2018 – 16/11/2018 v3 - 2020/21 version – 14/5/20
Approval date	v1 - 14/11/2018* (Remuneration and HR Committee) <i>*Subject to Union Approval. Approved by Unions by 16/11/2018</i> v2 - 25/11/19 (Remuneration and HR Committee) JCC 29.09.20
Review date	September 2021
Comments	This policy replaces the pay aspect of the Senior Staff Pay and Appraisal Policy. Appraisal provisions are detailed elsewhere.

## Appendix 1: Leadership Pay Groups

Leadership Pay Groups				
Group	Units	Pay ranges	Pay Value	Fringe**
1	Up to 1,000	L6 – L18	£42,125 - £64,143	£43,356 – £65,310
2	1001 – 2200	L8 – L21	£50,151- £69,031	£51,314 - £70,204
3	2201 – 3500	L11 – L24	£54,091 - £74,295	£55,254 - £75,466
4	3501 – 5000	L14 – L27	£58,135 - £79,958	£59,302 - £81,124
5	5001 – 7500	L18 - L31	£62,426 - £85,826	£63,562 - £86,965
6	7501 – 11,000	L21 – L35	£69,031 - £97,273	£70,204 - £98,443
7	11,001 – 17,000	L24 – L39	£74,295 - £107,239	£75,466 - £108,402
8	17,001 and over	L28 – L43	£81,942 - £117,197	£83,105 - £118,356

\*\*applicable to Crawley based academies only.

# Appendix 2: Academy Leadership Group Pay Range

Academy Leadership Group Pay Range					
Scale Point	Amount	Fringe**	Scale Point	Amount	Fringe**
1	£42,125	£43,356	23	£72,497	£73,661
2	£43,251	£44,415	24	£74,295	£75,466
3	£44,331	£45,495	25	£76,141	£77,307
4	£45,434	£46,604	26	£78,025	£79,195
5	£46,566	£47,737	27	£79,958	£81,124
6	£47,737	£48,901	28	£81,942	£83,105
7	£49,019	£50,190	29	£83,971	£85,139
8	£50,151	£51,314	30	£86,061	£87,221
9	£51,402	£52,568	31	£88,187	£89,357
10	£52,723	£53,888	32	£90,379	£91,549
11	£54,091	£55,254	33	£92,624	£93,795
12	£55,338	£56,506	34	£94,914	£96,083
13	£56,721	£57,890	35	£97,273	£98,443
14	£58,135	£59,302	36	£99,681	£100,848
15	£59,581	£60,744	37	£102,159	£103,327
16	£61,166	£62,333	38	£104,687	£105,855
17	£62,570	£63,746	39	£107,239	£108,402
18	£64,143	£65,310	40	£109,914	£111,086
19	£65,735	£66,900	41	£112,660	£113,828
20	£67,364	£68,538	42	£115,483	£116,653
21	£69,031	£70,204	43	£117,197	£118,356
22	£70,745	£71,914			

\*\*applicable to Crawley based academies only.



# Appendix 3: Leadership and Management Group Pay Range

Leadership and Management Group Pay Range*					
Grade	Point	Annual	Grade	Point	Annual
1	5	39,713	5	21	63,768
	6	40,904		22	65,671
	7	42,130		23	67,655
	8	43,398		24	69,683
2	9	44,700	6	25	71,781
	10	46,044		26	73,932
	11	47,428		27	76,150
	12	48,854		28	78,430
3	13	50,321	7	29	80,787
	14	51,832		30	83,215
	15	53,394		31	85,721
	16	54,990		32	88,288
4	17	56,648	8	33	90,936
	18	58,347		34	93,669
	19	60,096		35	96,483
	20	61,903		36	99,384

\*Applicable from 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2021