

C15 Leadership Pay Policy

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1. Introduction	
1.1 This policy sets out a framework for making decisions on senior 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 2018.	
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, Heads of Service and Academy based Leadership.	
1.4 The aims of this policy are to:	
<ul style="list-style-type: none"> • Support the recruitment and retention of high quality leaders • Enable the trust to recognise and reward senior 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 senior staff will be made, specifically the delegated responsibilities contained herewith. They are also responsible for making pay decisions for the Chief Executive, Executive Directors and Finance Director.	

- 2.2 The Board of Trustees' Remuneration and HR Committee is responsible for making pay decisions for Principals, Vice Principals and Heads of Service who are paid at Leadership and Management Grade 3 and above.
- 2.3 The Executive Team is responsible for making pay decisions for Heads of Service paid on Leadership and Management Grade 1 or 2 and for Assistant Principals.
- 2.4 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, Executive Directors and Finance Director

- 3.1 The Board of Trustees determines the pay of the Chief Executive, Executive Directors and Finance Director 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, Executive Directors and Finance Director may be entitled to temporary additional payments including:
 - 3.2.1 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
 - 3.2.2 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. Academy Leadership Group

- 4.1 The Remuneration and HR committee determines the pay range of the Academy Leadership Group when a new appointment is proposed and/or where there is a significant change in the responsibilities of the serving leaders.
- 4.2 When determining the pay range of the leadership group, the committee will consider all of the permanent responsibilities of the role, any challenges that are specific to the role and other relevant factors
- 4.3 In accordance with the STPCD, the pay range of the leadership group 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.

- 4.4 The above unit score translates into eight leadership pay groups as shown in appendix 1.

4.5 The criteria for establishing an appropriate salary range is dependent on the position with the Leadership Group as outlined below.

4.5.1 Principal

The nominal pay range of a Principal will be a seven-point range within the middle of the pay range for the relevant leadership group. The following criteria will be used to determine whether an academy is complex/challenging:

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

The pay range will be extended beyond the seven point pay range (up to the equivalent of a maximum of 25%) in the following circumstances, where the experiences and expertise gained is disseminated across the trust:

- Contribution to wider educational developments
 - School to school support: National Leader of Education or Local Leader of Education responsibilities (extend by one point)
 - School to school support: Lead Principal or Professional Partner responsibilities (extend by one point)
 - Ofsted inspector (extend by one point)
 - 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)

The pay range may be moved up one point for every criterion up to 25% above the maximum value of the leadership range. This is subject to a business case and evidence being submitted for consideration and approval by the Remuneration and HR Committee.

4.5.2 Vice/Assistant Principal

Vice Principals and Assistant Principals will be allocated a five point pay range within the leadership pay range. The amount will be determined by the responsibilities of the role, any challenges that are specific to the role and all other relevant consideration.

The pay ranges for a Vice/Assistant Principal will not overlap the Principal range unless there are exceptional circumstances.

4.5.3 Lead Principal

An individual 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.

- 4.6 The Academy Leadership Group 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 leaders 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.

5. **Heads of Service**

- 5.1 The pay for Heads of service 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 knowledge, skills or experience required to undertake the specific duties of the role
- 5.2 Heads of service may be entitled to temporary additional payments including:
- 5.2.1 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
- 5.2.2 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 or Remuneration and HR Committee, depending on the salary level of the role (see section 2).

6. **Pay Progression**

- 6.1 The Board of Trustees will consider annually whether or not to increase the salary of the Chief Executive, each Executive Director and the Finance Director who has completed a full years' service since the previous pay determination. The pay determination will state what salary should be awarded within the relevant pay range.
- 6.2 The Remuneration and HR Committee will consider annually whether or not to increase the salary of each Principal, Vice Principal and Head of service employed on Leadership and Management grade 3 or above. This process will apply to qualifying leaders who have completed a full years' service since the pay determination. The pay determination will state what salary should be awarded within the relevant pay range.
- 6.3 The Executive Team will consider annually whether or not to increase the salary of Assistant Principals and Heads of Service on Leadership and Management Grade 1 or 2 who have completed

a full years' service since the previous pay determination. The pay determination will state what salary should be awarded within the relevant pay range.

- 6.4 In all cases, a recommendation on pay will be made in writing as part of the annual appraisal report as detailed in the Leadership Appraisal Policy. The Board of Trustees/Remuneration Committee/Executive Team will have regard to this in making its decision regarding pay progression. Pay decisions will be equally attributable to the performance of the member of staff in question.
- 6.4 Unless there are exceptional circumstances, all of an individual's annual objectives must have been met in order for pay progression to have been awarded.
- 6.5 Where applicable, pay increments will be applied from 1st September.

7 General Principles

- 7.1 Part time senior staff are paid a pro rata equivalent to any agreed salary. This means the apportioned remuneration reflects the proportion of hours worked in comparison to a full-time employee
- 7.2 When determining a salary on appointment, there must be appropriate scope within the range to allow for performance related progress over a period of time.
- 7.3 In addition to the requirements of the role, salary determination will consider:
- The extent to which the employee meets the requirements of the role
 - Internal benchmarks
 - The individual's previous/existing salary
- 7.3 Salary reviews may take place at any time to reflect changes in circumstances or responsibilities.
- 7.4 In the case of the Academy Leadership Group, the salary ranges may be revised to reflect known changes in the total unit score that determine the rate of pay.
- 7.5 The Trust's 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 within academies.

8. Policy Status and Review

Written by	HR Manager
Owner	HR Director
Status	Approved
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	02/11/2018 – 16/11/2018
Approval date	14/11/2018* (Remuneration and HR Committee) <i>* Subject to Union Approval. Approved by Unions by 16/11/2018</i>
Review date	30/09/2019
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	£45,213 - £60,153	£46,318 - £61,247
2	1001 – 2200	L8 – L21	£47,501 - £64,736	£48,603 - £65,837
3	2201 – 3500	L11 – L24	£51,234 - £69,673	£52,335 - £70,771
4	3501 – 5000	L14 – L27	£55,064 - £74,985	£56,169 - £76,077
5	5001 – 7500	L18 - L31	£60,755 - £82,701	£61,860 - £83,799
6	7501 – 11,000	L21 – L35	£65,384 - £91,223	£66,496 - £92,320
7	11,001 – 17,000	L24 – L39	£70,370 - £100,568	£71,480 - £101,659
8	17,001 and over	L28 – L43	£77,613 - £111,007	£78,112 - £112,105

**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	£39,965	£41,065	23	£68,667	£69,770
2	£40,966	£42,069	24	£70,370	£71,480
3	£41,989	£43,091	25	£72,119	£73,223
4	£43,034	£44,142	26	£73,903	£75,012
5	£44,106	£45,215	27	£75,735	£76,838
6	£45,213	£46,318	28	£77,613	£78,715
7	£46,430	£47,538	29	£79,535	£80,642
8	£47,501	£48,603	30	£81,515	£82,614
9	£48,687	£49,791	31	£83,528	£84,637
10	£49,937	£51,041	32	£85,605	£86,713
11	£51,234	£52,335	33	£87,732	£88,840
12	£52,414	£53,521	34	£89,900	£91,008
13	£53,724	£54,832	35	£92,135	£93,243
14	£55,064	£56,169	36	£94,416	£95,521
15	£56,434	£57,535	37	£96,763	£97,869
16	£57,934	£59,040	38	£99,158	£100,263
17	£59,265	£60,378	39	£101,574	£102,676
18	£60,755	£61,860	40	£104,109	£105,218
19	£62,262	£63,366	41	£106,709	£107,816
20	£63,806	£64,915	42	£109,383	£110,491
21	£65,384	£66,496	43	£111,007	£112,105
22	£67,008	£68,115			

**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	£37,892	5	21	£60,755
	6	£39,029		22	£62,660
	7	£40,198		23	£64,550
	8	£41,408		24	£66,489
2	9	£42,651	6	25	£68,490
	10	£43,933		26	£70,542
	11	£45,254		27	£72,659
	12	£46,614		28	£74,834
3	13	£48,013	7	29	£77,083
	14	£49,456		30	£79,400
	15	£50,946		31	£81,791
	16	£52,469		32	£84,240
4	17	£54,051	8	33	£86,766
	18	£55,672		34	£89,375
	19	£57,341		35	£92,060
	20	£59,065		36	£94,827