

## Contents:

1. Wider Ambition and Wider Plan
2. Statement of intent
3. About our policies
4. Wider Ambition HR
5. Commitment to fair pay
6. Factors affecting pay
7. Pay reviews and bonuses
8. Secondments
9. Overtime and time off in lieu
10. Supply staff

## 1. Wider Ambition and Wider Plan

- 1.1. As a subsidiary of Wider Plan, Wider Ambition adopts all Wider Plan HR policies with the following distinctions:
  - 1.1.1. Any reference to Wider Plan should be taken to include Wider Ambition.
  - 1.1.2. Any reference to Wider Plan policies should be taken to include relevant Wider Ambition policies.
  - 1.1.3. Where there is a conflict between Wider Plan and Wider Ambition policies, Wider Ambition policies take precedence.
  - 1.1.4. Any references to Wider Plan as the employer should be read as Wider Ambition as applicable.
  - 1.1.5. Any references to Wider Plan HR should be read as Wider Plan HR acting on behalf of Wider Ambition.
  - 1.1.6. Wider Plan HR will involve and collaborate with the Proprietor and Headteacher as appropriate and may seek the opinion of the Chair of Governors.

## 2. Statement of intent

Wider Ambition is committed to paying staff fairly, at a level which reflects: their knowledge, skills, experience and competence; the nature of their work; the local employment market; inflation and the cost of living; and the success of Wider Ambition.

Wider Ambition promotes a healthy work-life balance, with reasonable workloads, a supportive team culture and opportunities for staff to progress and thrive.

This document does not form part of any terms and conditions of employment and Wider Ambition reserves the right to amend it periodically.

### **3. About our policies**

- 3.1. Our policies have been developed to comply with all relevant legislation and associated guidance. Policies will be updated periodically as necessary.
- 3.2. Our policies are inter-related and are intended to be read, understood, and used collectively.
- 3.3. All staff and governors are expected to be familiar with and abide by our policies.
- 3.4. The Office Manager is responsible for ensuring volunteers and visitors are familiar with any policies which are relevant to their involvement and for taking reasonable steps to ensure compliance.
- 3.5. The Headteacher is responsible for ensuring policies are implemented fairly, effectively, and consistently.
- 3.6. The Headteacher is responsible for identifying any training needs in relation to our policies. The Office Manager is responsible for arranging the required training. All staff are expected to engage in continuous learning and ongoing training appropriate to their roles.
- 3.7. The effectiveness of our policies and their implementation is monitored by the Governing Body. Unless otherwise stated, the Governing Body reviews each policy annually.
- 3.8. The Governing Body for Lokrum Fields is provided by Governing for Ambition, an independent community interest company. The Governing Body uses its expertise to

monitor the performance of Lokrum Fields and to advise the Proprietor of any recommended actions. Responsibilities assigned to the Governing Body are limited to these advisory and accountability functions.

- 3.9. Lokrum Fields is owned by Wider Ambition Ltd, a subsidiary of Wider Plan Ltd. References to the Proprietor mean a Director of Lokrum Fields or a senior representative from Wider Plan with delegated authority.
- 3.10. The Lokrum Fields Senior Leadership Team (SLT) includes the Headteacher, Proprietor, and any member of staff to whom responsibility is temporarily delegated by the Headteacher or Proprietor.
- 3.11. All references to parents within our policies should be interpreted to include parent carers.

## **4. Responsibilities**

- 4.1. Staff at Lokrum Fields can liaise directly with Wider Ambition HR regarding any matters relating to pay and conditions or other HR issues.
- 4.2. Staff may also raise any concerns with the Headteacher, who will then liaise with Wider Ambition HR.
- 4.3. Wider Ambition HR will discuss individual situations with the Headteacher and the Proprietor as appropriate.
- 4.4. During any widescale or significant review of pay and conditions, advice will be sought from the Headteacher and the Governing Body.
- 4.5. The final decisions in relation to pay are the responsibility of the Proprietor.

## **5. Commitment to fair pay**

- 5.1. Wider Ambition is committed to paying all staff, temporary workers and contractors at a level which it considers to be fair.

- 5.2. Part-time staff will receive remuneration and benefits in line with than their full-time colleagues, with appropriate pro-rating by hours of work.
- 5.3. Staff undertaking roles which can reasonably be considered equivalent will receive an equivalent level of pay.
- 5.4. There will be no discrimination by gender, age or any other protected characteristic.

## **6. Factors affecting pay**

- 6.1. The following factors will be considered in determining the level of pay which applies to each role:

- 6.1.1. The level of knowledge, skill and experience required for the role

- 6.1.2. Any additional knowledge, skill or experience held by the member of staff, to the extent that this is relevant and provides added value

- 6.1.3. Typical levels of pay for comparable roles in the local employment market

- 6.1.4. The nature of work

- 6.1.5. The desirability of the role, including factors such as:

- 6.1.5.1. The level of local competition for similar roles

- 6.1.5.2. The desirability of the overall benefits package

- 6.1.5.3. The level of flexibility and other aspects of work-life balance supported by the role

- 6.1.5.4. Opportunities for progression

- 6.1.5.5. Job security

- 6.1.6. The cost of living, including the level of inflation and the level of the National Living Wage

- 6.1.7. The success of Wider Ambition, including:

- 6.1.7.1. Reward and recognition for success
- 6.1.7.2. Allowing commercial factors to reasonably influence decisions on pay and benefits
- 6.1.8. Other factors which Wider Ambition may consider reasonable and relevant from time to time
- 6.2. Wider Ambition values educational achievement and, where appropriate and without obligation, may recognise graduate and post-graduate achievements in remuneration. Wider Ambition also values skills and experience which have been gained outside formal education or without formal certification and, where appropriate and without obligation, may similarly recognise these in remuneration.
- 6.3. The basic level of remuneration, as specified in staff employment contracts, is intended to cover all responsibilities which could reasonably be considered relevant to the role. This could include for example, without limitation, responsibilities relating to first aid, fire, health and safety etc following the provision of appropriate training.
- 6.4. If a member of staff is appointed to a new role within a payroll year, their employment contract will be updated accordingly without undue delay and their pay will reflect the new arrangements with effect from the start date of the new role.

## **7. Pay scales and benchmarking**

- 7.1. Wider Ambition is under no obligation to follow public sector pay scales. However, these scales are reviewed, where appropriate, as a point of reference during Wider Ambition's consideration of the local employment market.
- 7.2. Wider Ambition recognises the general principle that teachers in the public sector typically progress through a Main Pay Scale from Level 1 (M1) to Level 6 (M6), in a way which reflects the number of years of their teaching experience and successful completion of appraisal objectives.
- 7.3. Wider Ambition also recognises that teachers in the public sector who make a sustained exceptional contribution or who take on additional or leadership

responsibilities would expect to be remunerated in accordance with the Upper Pay Scale or the Leadership Pay Scale (as applicable) or to receive a Teaching and Learning Responsibility or SEN allowance.

- 7.4. Teaching Assistants in the public sector follow a grading scheme, which is broadly defined as follows:
- 7.4.1. Grade 1/2: Entry level TA who is developing their skills; supports students in specific tasks under the direct guidance of a senior colleague.
  - 7.4.2. Grade 3: A skilled and experienced TA who, under the direction of a senior colleague: supports students individually or in groups, including use of specialist skills; supports teachers, curriculum delivery and wider aspects of the school; may supervise other TAs.
  - 7.4.3. Grade 4: A highly skilled and experienced TA who makes a significant contribution to students' learning and development and whose work may additionally include providing cover supervision and aspects of individual or small group curriculum delivery in subjects in which the TA is appropriately skilled and knowledgeable.
  - 7.4.4. Higher Level TA: A higher Grade 4 role which may involve, under the supervision of a teacher, planning or delivering lessons and assessing or reporting on progress and development.
- 7.5. Teaching Assistants at Lokrum Fields are not ordinarily expected to plan and deliver lessons within their TA role. Teaching Assistants who have a particular subject specialism and appropriate expertise or qualification enabling them to teach that subject may be appointed to do so under a separate contract or a mixed role contract.
- 7.6. Wider Ambition appreciates that staff may wish to have an indication at their annual appraisal as to the grade at which they would be remunerated if they had been employed in the public sector. We will aim to provide such an indication on request for staff who find this to be a helpful way of benchmarking their career progression.

Recruitment advertisements and internal staff records may also refer to these grade bands for benchmarking purposes.

- 7.7. At Lokrum Fields, all staff are expected to make a significant and sustained contribution to the school, to develop and maintain relevant skills, and to accept responsibilities which are appropriate to their level of training and experience. Remuneration will allow for the specialist skills and flexibility expected from Lokrum Fields staff.
- 7.8. When referring to public sector pay scales during benchmarking, Wider Ambition will also take account of the relative challenges and work-life balance which are typically associated with the various pay grades in the public sector, in order to form a fair and balanced view of appropriate remuneration.
- 7.9. Benchmarking for administrative roles will consider similar roles in public sector schools and roles involving similar skills at Wider Plan.

## **8. Pay reviews and bonuses**

- 8.1. Wider Ambition conducts an annual review of salaries, during which proportionate consideration is given to the factors detailed above.
- 8.2. Annual pay reviews will take effect from 1<sup>st</sup> September of the relevant payroll year. If the annual pay review is completed after 1<sup>st</sup> September, any pay increase will be backdated and paid at the earliest opportunity.
- 8.3. There is no obligation on Wider Ambition to increase salaries at an annual pay review, either individually or for any group of staff.
- 8.4. Staff will not be included in an annual pay review if they are in a probation period or if notice has been given to terminate their employment.
- 8.5. Subject to commercial circumstances and without obligation, it is Wider Ambition's intention that salaries will increase annually in line with or above inflation, as measured by the March release of the Consumer Price Index (CPIH).

- 8.6. Staff who have joined Wider Ambition part-way through an academic year may receive a partial salary increase or no salary increase at their first annual pay review, depending on the extent to which their starting salary is considered to reflect the prevailing market and all relevant factors.
- 8.7. All staff are expected to perform their roles with a high level of competence and professionalism and to periodically accept reasonable additional responsibilities and undertake reasonable additional tasks for the benefit of students, colleagues and Wider Ambition, within the basic level of remuneration specified in their employment contract.
- 8.8. Where staff consistently perform above these expectations or engage in personal or professional development which is demonstrably providing added value, it is Wider Ambition's intention, without obligation, that this will be recognised through a pay review or ad-hoc bonus.
- 8.9. Individual performance reviews will be informed by any exceptional performance noted through the staff appraisal process and by such other relevant feedback as may be available.
- 8.10. Any pay reviews relating to individual performance will ordinarily occur in line with annual pay reviews; however, interim pay reviews may also occur at the discretion of Wider Ambition.

## 9. Secondments

- 9.1. Staff may periodically be asked to take on a more significant level of additional responsibility, for example to provide longer-term cover for absence or to temporarily cover a new role. Any such significant changes will be subject to individual agreement.
- 9.2. In the event of a member of staff temporarily performing a different role or temporarily taking on significant additional responsibility alongside their primary role, for a period which is expected to last at least 3 months, secondment pay will be agreed in advance at a level which reflects the expertise of the member of staff and



the typical level of pay relating to the new role, with appropriate weighting given to each factor.

## **10. Overtime and time off in lieu**

- 10.1. It is Wider Ambition's intention that the workload associated with each role should be achievable within the working hours specified in the relevant employment contract.
- 10.2. In the event of a member of staff regularly working substantially higher hours than those specified in the employment contract, they should notify Wider Ambition in order that the reasonableness of their workload can be reviewed.
- 10.3. Staff may occasionally be asked to work additional hours on an ad-hoc or short-term basis. This may include attending training or school events, for example, outside their normal working hours. Wider Ambition expects staff to demonstrate a reasonable level of flexibility while having appropriate regard for personal circumstances.
- 10.4. Reasonable and equivalent time off in lieu in relation to additional hours may be agreed with line managers unless otherwise stated in the employment contract.
- 10.5. Employment contracts may specify when time off in lieu can be taken. In the absence of any specification, staff should aim to take time off in lieu during the next school holiday or at the earliest opportunity which is consistent with school needs.
- 10.6. If staff wish to claim time off in lieu, they are required to maintain appropriate records and follow the procedures set by Wider Ambition HR.
- 10.7. Overtime will not be payable in relation to an employee's normal role, as defined in their employment contract, except in unusual circumstances and by prior written agreement. Where paid overtime is agreed, pay will be at an hourly rate equivalent to basic salary.
- 10.8. Where it is formally agreed that a member of staff will work additional hours for a specified period, for example to cover an absence or to perform a specified duty which is not within the remit of their role, they will receive pay for these additional hours.

- 10.9. Where the Headteacher or Office Manager arranges for a member of staff to work additional hours to cover a short-term absence, these hours will be treated as having been agreed and pay will be provided in the next payroll run following completion of the relevant form.
- 10.10. The Headteacher may unilaterally authorise paid additional hours for periods of up to one week in response to unexpected circumstances or where reasonably necessary to meet the imminent needs of the school. Longer term arrangements or situations which can reasonably be planned for in advance should be discussed and agreed between Wider Ambition HR and the Headteacher.
- 10.11. In the circumstances described in 9.8, 9.9 and 9.10, where a member of staff is covering a role which requires a level of skill broadly equivalent to their usual duties, the additional pay will be at an hourly rate which is equivalent to their basic salary. In the event of a member of staff covering a lower-paid role, the additional hours may be paid at a rate which fairly reflects this.
- 10.12. Where more than one member of staff may be available to work any required additional hours, the Headteacher, Office Manager or Wider Ambition HR will take the following factors into account when allocating the work:
- 10.12.1. The best interests of the students
  - 10.12.2. Whether the employee has previously made known a desire to work additional hours and/or has demonstrated flexibility
  - 10.12.3. Whether the employee has an appropriate skill set to cover any requirements of the role which are expected to apply to the period in question
  - 10.12.4. Whether the period of cover would provide an appropriate professional development opportunity

## 11. Training positions

- 11.1. Lokrum Fields supports professional development and, where appropriate, may employ staff who lack direct experience of a role but are perceived to have other

relevant experience and aptitude. In such cases, staff will be considered to have been employed in a training position.

- 11.2. Staff who are employed in a training position will receive the necessary levels of training, support and supervision to ensure their duties are performed with appropriate competence and to protect the best interests of students.
- 11.3. Where staff are employed in a training position, their initial salary is likely to be lower than colleagues who have prior experience of the role.
- 11.4. Once the member of staff has completed relevant training and has demonstrated sustained competency and knowledge over a period which is long enough to cover the major requirements of the role, their salary will be reviewed accordingly. This will occur at the next annual review or, at the discretion of Wider Ambition, at an individual interim review.
- 11.5. The same approach will be taken in the event of an existing member of staff being appointed to a role for which they lack direct relevant experience.

## **12. Mixed roles**

- 12.1. Wider Ambition recognises that some staff may be employed in flexible or mixed roles covering varied responsibilities. There may be no direct market comparator for these roles.
- 12.2. Where staff undertake mixed roles, their pay will be set at a level which reflects the anticipated mix of responsibilities. If the mix of responsibilities changes substantially and the change is not expected to be short-lived, the member of staff may request an interim pay review.

## **13. Supply staff**

- 13.1. Lokrum Fields aims to maintain consistent staffing for the benefit of students.
- 13.2. Where possible, short-term absences will be covered by existing staff working additional hours.

- 13.3. Lokrum Fields will maintain a register of known supply staff and, where possible, will approach these staff in the event of additional cover being required.
- 13.4. The hourly pay for registered supply staff will broadly take account of the same factors which apply to pay considerations for permanent staff. The relative weight placed on the various factors will reflect the prevailing circumstances.
- 13.5. Except in situations where long-term senior cover is required, such that a member of supply staff is required to contribute to strategic leadership or otherwise materially influence the school, supply teachers will not ordinarily be paid above the equivalent of Main Scale rates.
- 13.6. Registered supply staff will be asked to attend Lokrum Fields for at least three hours every half-term, at mutually agreed times and at the agreed hourly rate, for the purpose of building relationships with students and the staff team.
- 13.7. Registered supply staff may be required to attend training, which will be paid at the agreed hourly rate.
- 13.8. Supply staff will receive appropriate pay for reasonable time spent in preparation and assessment for any period for which they are providing cover. The amount of time which is considered reasonable will depend on the extent to which the cover requested relies on the member of staff undertaking this activity. Preparation and assessment time should, where possible, be agreed in advance when the cover is arranged.
- 13.9. The number of hours for which a member of supply staff receives payment in respect of any normal school day should not exceed one fifth of the weekly number of hours provided for under a standard full-time Wider Ambition contract.
- 13.10. Staff may apply to join our supply register at any time. Applications will be pursued where the Headteacher and Proprietor consider this to be in the best interests of the school. Safer recruitment procedures will always apply.

## 14. Pay negotiations and appeals

# Staff Pay Policy

- 14.1. It is Wider Ambition's aim and expectation that staff will consider that they are paid fairly.
- 14.2. In the event of any member of staff having a grievance in relation to pay, they should follow Wider Ambition's Grievance Procedure.

## 15. Starting salaries for the 2020/21 academic year

- 15.1. Teachers and Teaching Assistants receive a 17.5% employer pension contribution and a 1.5% benefits allowance.
- 15.2. Teaching Assistants are paid on the basis of working 200 days a year, in recognition of our expectation that some aspects of the role, including training, may fall outside normal working hours or outside term-time.
- 15.3. References to public sector grading have been used for the benefit of staff who feel familiar with this approach.
- 15.4. Subject to individual circumstances, the following salaries will apply for staff who join Wider Ambition during the 2021/22 academic year.

<b>Grade</b>	<b>Salary band (based on FTE of 37.5 hours pw)</b>
<b>Teaching Assistants</b>	
TA 2	£20,000 +
TA 3	£21,500 +
TA 4	£26,750 +
<b>Teachers</b>	
M1 - 3	£26,000 +
M4 - 6	£33,500 +
U1 - 3	£40,000 +
L1 +	£43,000 +
<b>Administrative and other support staff</b>	£19,000 +