

# **SPECIALIST EDUCATION SERVICES**

## **Pay Policy**

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*SES Avocet House Ltd (4926028), SES Turnstone House Ltd (7972485) and SES Kite Ltd (12634002)  
are subsidiary companies of Specialist Education Services Topco Ltd (13159680)*

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## **1 STATEMENT OF INTENT**

The Directors of Specialist Education Services recognise the value to SES of a capable and well-motivated staff team in succeeding in its over-riding vision and philosophy.

The Directors of Specialist Education Services will seek to ensure that all staff receive recognition for their contribution to the quality of the operation of SES.

The Directors of Specialist Education Services intend to:

- a. maintain and improve the quality of education and care provided for the children in its establishments by having a Pay Policy which supports the individual establishment's Development Plan;
- b. maintain a staffing structure that supports the Development Plan;
- c. manage its pay policy fairly, responsibly and clearly.
- d. provide equal opportunities for all staff.
- e. provide flexibility to recognise individual staff performance linked to pay decisions.
- f. ensure staff are well motivated, supported by positive recruitment and retention policies and staff development.
- g. review this policy regularly to ensure the inclusion of new regulations

## **2 DELEGATION OF DECISION MAKING**

### **2.1 THE MANAGING DIRECTOR / OPERATIONAL DIRECTOR**

Except where otherwise stated, the Director/Proprietor of Specialist Education Services, having determined the policy as set out below, will delegate overview of and support for the Principals, to the Managing Director and Operational Director.

Any occasions when delegated responsibility has been exercised in respect of any discretionary elements of policy will be reported at Directors meetings.

### **2.2 THE PRINCIPAL**

Except where otherwise stated, the Director/Proprietor of Specialist Education Services, having determined the policy as set out below, will delegate the day to day operational management of the policy to the Principal, in consultation with the Managing and Operational Directors.

The Principal will report to the Directors those occasions when delegated responsibility has been exercised in respect of any discretionary elements of policy.

### **3 BASIC PRINCIPLES**

#### **3.1 CONSULTATION**

The Principal will ensure that consultation takes place with members of staff during any review of the pay policy.

#### **3.2 EQUAL OPPORTUNITIES**

The Principal will seek to provide equal opportunities for all staff at all times and will keep under permanent review the application of the pay policy to ensure that its effects are not discriminatory, having particular regard to the Equality and Diversity Policy and Practice document.

#### **3.3 NATIONAL DOCUMENTS**

The Directors recognise the usefulness of the following documents in respect of the staff pay framework:

3.3.1 for teachers - the School Teachers' Pay and Conditions of Services for School Teachers in England and Wales

3.3.2 for all other staff - the National Joint Council of Local Authorities.

These documents and the salary levels contained within them are currently used to support and inform the SES pay framework, although it should not be taken for granted that this will always be the case, nor should there be an expectation that they will be replicated exactly, or on the same timescales.

#### **3.4 VACANCIES**

Full information relating to vacant posts, including temporary and acting posts, and the salaries attaching to them will be made available to all staff.

The Directors will determine the pay scales and range for a vacancy as appropriate for the post and as contained in the relevant section of this pay policy, prior to advertising it. All posts will be advertised either internally within SES or externally, locally or nationally, as appropriate. The job description and person specification will specify the expected level of skills and experience for appropriate candidates relevant to the post. The advertisement will also include details of any additional payments or allowances applicable to the post.

On appointment the Principal will determine the starting salary within that range to be offered to the successful candidate as set out in this policy.

In making such determinations, the Principal may take into account a range of factors, including:

- the nature of the post
- the level of qualifications, skills and experience required
- market conditions

- the wider establishment context
- previous salary levels

However there is no assumption that a candidate will be paid at the same rate as they were being paid in a previous establishment.

### 3.5 JOB DESCRIPTIONS

Job descriptions will be provided for all staff, and the contents reviewed in their Professional Development meetings at the annual review of their Professional Development Plan.

### 3.6 PROBATIONARY PERIOD

All staff members new to SES are subject to a six-month probationary period (as detailed in the Terms and Conditions of Employment). At the completion of six months a formal review meeting is held to confirm full time employment, with feedback provided in relation to:

- attendance,
- engagement in induction and professional development,
- strengths,
- organisation and communication,
- specific role responsibilities,
- relationships with colleagues and young people.

Where there is cause for concern, the probation period may be extended or employment terminated (see Staff Attendance Policy and Practice document for additional information).

## 4 THE APPRAISAL PROCESS

The process for appraisal is consistent across all roles and combines factors such as attendance, performance against professional development plans and success against the core standards where set for specific roles.

Across the annual appraisal cycle, all staff must complete a core standards self reflection confidence rating prior to the meeting, shared with their line manager. This allows staff to reflect on their annual progress, celebrate success and highlight areas for continued focus within professional development and to support and inform future training and development needs. The appraisers, prior to the annual appraisal meeting, collate the evidence in order to help inform key decisions regarding pay recommendations.

**It is anticipated that staff will progress within their pay range in relation to sustained and consistent performance and significant progress, demonstrating evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.**

Further guidance on appraisals and the core standards can be found in the Staff Support and Development Programme document.

#### 4.1 TEACHING STAFF AND TEACHING ASSISTANTS

The annual appraisal meeting will inform any pay review and consequential salary adjustments will take effect between the 1 September and 31 October following.

Where the Principal is unable to complete the review process at the appropriate time, any pay awards approved will be backdated to the 1 September.

Teachers are required to demonstrate how they have met the relevant career stage expectations and evidence they are working towards or achieving the next level of the pay range.

#### 4.2 ALL OTHER STAFF

The annual appraisal meeting will normally take place on the anniversary of their appointment and any consequential salary adjustments will take effect from that date.

Where staff gain internal promotion within twelve months of their previous appraisal, they will meet to appraise their current role prior to adjusting to a new twelve month appraisal cycle on the anniversary of their promotion. This may be amalgamated with a successful post interview debrief, but must be fully recorded as two separate procedures and should not be a foreshortened process.

Where the Principal is unable to complete the review process at the appropriate time, any salary adjustments will be backdated to the anniversary date.

#### 4.3 APPEALS/GRIEVANCES

Grievances or appeals in respect of pay should be pursued through the relevant grievance procedure.

#### 4.4 LOYALTY BONUS

SES offers a loyalty bonus of £750 for all employees, which is considered as part of the annual appraisal. Three criteria must all be met to qualify for this payment:

- 5 years full and continuous service with SES
- having reached the maximum of their current scale
- annual appraisal criteria met in terms of attendance and performance

### 5. **PAY PROCEDURE**

- a. The Principal will confer with the Registered Manager and/or the Head of Education in dealing with all pay issues for other staff, including the annual appraisal process.

- b. The Principal will confer with the Managing and/or Operational Director in dealing with all pay issues for the Registered Manager and the Head of Education, including the annual appraisal process.
- c. The Directors will consider annually any review to pay and conditions arrangements for the Principal.
- d. The Principal will be responsible for providing evidence to the Managing Director and Operational Director in respect of pay decisions for all staff.
- e. Terms of Reference:
  - i. To achieve within the provisions of a delegated budget, the aims of a Whole Establishment Pay Policy in a fair and consistent manner
  - ii. To apply the set appraisal criteria when annual reviews are undertaken.
  - iii. To record clearly the reasons for all decisions and where appropriate submit recommendations to the Managing Director and Operational Director for approval.
  - iv. To advise the Managing Director and Operational Director of the annual budget for wages and salaries.
  - v. To keep abreast of relevant developments and to advise the Directors when the pay policy needs to be revised.
- f. The Directors will receive the report of Staffing or Pay decisions in the termly Principal's Report.
- g. The Directors will also monitor the impact and effectiveness of the implementation of this policy, as with all other policies.

## **6 SALARIES AND DISCRETIONS**

### **6.1 MANAGING DIRECTOR AND OPERATIONAL DIRECTOR**

The pay and conditions of the Managing Director and Operational Director will be determined by the Director/Proprietor.

### **6.2 THE PRINCIPAL**

The pay and conditions of the Principal will be determined by the Directors, referenced against the Principal salary range. There is no automatic progression through the salary range.

### **6.3 HEAD OF EDUCATION AND DEPUTY HEAD OF EDUCATION**

The Head of Education and Deputy Head of Education's pay range shall consist of



an agreed number of consecutive points on the Leadership Group pay range and will be reviewed annually against agreed performance criteria. There is no automatic progression through the salary range.

## 6.4 QUALIFIED TEACHERS

### 6.4.1 Classroom Teachers

The salary of qualified classroom teachers is determined by the total number of points held by the teacher. Salaries of all teachers will be reviewed annually and a points assessment made. Teachers will each receive a written statement of the annual assessment. The salary structure will be a 6 point pay spine based on qualifications and experience and informed by the national teacher pay and conditions.

A special needs allowance will be awarded and informed by the national teachers pay and conditions.

At SES all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice.

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. In the case of NQTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process. It will be possible for a 'no progression' determination to be made without recourse to the capability procedure.

The evidence to be used will include self-assessment, peer review, tracking young people's progress, lesson and management observations, the views of young people, parents and external professionals.

The Directors have agreed Career Stage Expectations for teachers, available on the internal SES network.

Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Directors, having regard to the appraisal report and taking into account advice from the senior leadership team.

Pay progression will be subject to sustained performance towards the next career stage expectation by meeting the relevant teacher standards. 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 establishment's expectations at that level of post, the Principal may determine that no incremental progression will be awarded in that year.

Progression within the scale will be subject to a review of the teacher's performance set against the annual appraisal review and the Teachers' Standards. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments. For teachers on the upper pay spine progression will normally be considered after 2 years of sustained high quality performance or earlier where performance has clearly and consistently exceeded expectations.

#### 6.4.2 Upper Pay Range Teachers

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.

The salary structure for upper pay range teachers will be in three salary points informed by the national teacher pay and conditions.

Performance threshold applications will be considered fairly, objectively and supportively and in accordance with DfE guidance. An application for progression to the upper pay range will be assessed by the Principal and Head of Education and a decision notified to the teacher in writing within twenty working days.

The Principal will determine that an application is successful where they are satisfied that:

- the teacher is highly competent in all elements of the relevant standards
- the teacher's achievements and contribution to SES are substantial and sustained

For an application to be successful the teacher will need to demonstrate that they meet all the teacher standards and the professional skills level descriptors agreed by the Directors for teachers on the upper pay range. The teacher will also need to demonstrate that they have been working at that level for a significant period prior to the submission of the application.

There shall be no movement up the pay scale until the second annual salary determination after the date on which the upper pay range teacher's salary was last increased by the award of an additional point on that pay scale.

If unsuccessful, feedback will be provided verbally by the Principal and Head of Education within 5 working days of the decision and confirmed in writing within 10 working days of the decision.

Any appeal against a decision should be submitted within 10 working days.

#### 6.4.3 Unqualified Teachers

The Principal will pay unqualified teachers on the unqualified teachers scale, taking account of relevant experience on the same basis as for qualified.

## 6.5 TEACHING ASSISTANTS

SES Teaching Assistants are designated on an agreed number of continuous spine points with a qualification bar (NVQ Level 2 or equivalent) at the midpoint of the range, which enables progression to the top of the scale.

At SES all teaching assistants can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.

Progression within a pay scale will be subject to a review of the teaching assistants performance set against the annual appraisal review and the Core Standards for the role. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments.

The Staff Support and Development process automatically has links with, and supports, career progression in terms of the development of skills and knowledge and it is anticipated that staff will progress within their pay range in relation to sustained and consistent performance at least at a satisfactory level. This description of performance relates to evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.

### 6.5.1 Paid Leave - Term-Time Only Contracts: Full-Time Hours

Teaching assistants at SES are term-time only contracts and include seven weeks paid leave. A further seven weeks are unpaid. Thus sickness entitlements will be reduced proportionately. The unpaid weeks are identified as:

- First five weeks of the summer holiday.
- First week of the Christmas holiday.
- First week of the Easter holiday.

Unpaid days/hours are not included when counting the number of days absent due to sickness.

## 6.6 REGISTERED MANAGER AND HEAD OF CARE

The Registered Manager and Head of Care's pay range shall consist of an agreed number of continuous spine points and will be reviewed annually against agreed performance criteria. There is no automatic progression through the salary range.

## 6.7 CARE POSTS

All Care Posts including Deputy Care Managers and Child Care Practitioners (Personal Tutor and Link Tutor grades) are paid on an agreed number of continuous spine points specific to each role. There is no automatic progression through the salary range.

At SES all care post workers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.

Progression within a pay scale will be subject to a review of their performance set against the annual appraisal review and the Core Standards for the role. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments.

The Staff Support and Development process automatically has links with, and supports, career progression in terms of the development of skills and knowledge and it is anticipated that staff will progress within their pay range in relation to sustained and consistent performance at least at a satisfactory level. This description of performance relates to evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.

### 6.7.1 Banked Hours

The term 'banked hours' refers to the number of hours not pre-allocated to the shift patterns, but kept flexibly available for a variety of uses by the care team and DCMs. They are hours that have been paid but are not directly rostered. These hours vary between the care team and DCM rotas. All care staff and DCMs are expected to maintain their banked hours balance above minus 15.

These may be used in the following ways:

- a. To pre-book cover for colleagues' holidays
- b. Any sickness cover
- c. To pre-book specific targeted activities with the children outside your normal shift pattern, but during residential time. This should be arranged in liaison with the DCM who will be leading that shift and validated by the RM and/or HoC.
- d. Support children to attend specific activities during Learning Centre time
- e. Attending statutory training

A banked hour report is maintained by the administrator and is issued on a weekly basis. Overtime is paid for any hours in excess of a 0 balance within each weekly period.

### 6.7.2 Remuneration for Secondments

In specific circumstances care staff may be required to work at another SES establishment in agreement with the Registered Manager. Payment for work at other sites will be through the banked hours system.

### 6.7.3 Non-Direct Time

Non-direct time with young people has been built into all Care Team rotas providing opportunity for planning and role preparation. This time can be moved in negotiation with the RM/HOC to support home visits, LAC reviews and supervision meetings, but must be completed as part of their individual rota each week unless otherwise agreed.

### 6.7.4 Weekend Cover Payments

In recognition of being on call for weekend periods, all child care practitioners receive an additional payment of £25.

## 6.8 ASSISTANT CARE POSTS

Assistant Child Care Practitioners are paid at an hourly rate.

## 6.9 ADMINISTRATOR, ADMIN ASSISTANT, COOK/HOUSEKEEPER AND CARETAKER/HANDYPERSON, CLEANER POSTS

These posts are paid on an agreed number of continuous spine points. There is no automatic progression through the salary range.

At SES all workers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.

Progression within a pay scale will be subject to a review of their performance set against the annual appraisal review. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments.

The Staff Support and Development process automatically has links with, and supports, career progression in terms of the development of skills and knowledge and it is anticipated that staff will progress within their pay range in relation to sustained and consistent performance at least at a satisfactory level. This description of performance relates to evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.

## 6.10 CAREERS, INFORMATION AND GUIDANCE ADVISOR

The SES CIGA post is paid on an agreed number of continuous spine points. There is no automatic progression through the salary range.

At SES all workers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.

Progression within a pay scale will be subject to a review of their performance set against the annual appraisal review. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments.

The Staff Support and Development process automatically has links with, and supports, career progression in terms of the development of skills and knowledge and it is anticipated that staff will progress within their pay range in relation to sustained and consistent performance at least at a satisfactory level. This description of performance relates to evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.

## 6.11 REGISTERED SERVICE MANAGER

The Registered Service Manager pay range shall consist of an agreed number of continuous spine points and will be reviewed annually against agreed performance criteria. There is no automatic progression through the salary range.

## 6.12 SUPPORT WORKER

Support Worker posts are paid on an agreed number of continuous spine points. There is no automatic progression through the salary range.

At SES all Support Workers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. Decisions regarding pay progression will be made with reference to the appraisal reports and the pay recommendations they contain.

Progression within a pay scale will be subject to a review of their performance set against the annual appraisal review. The Principal may decide to award one increment for sustained high quality performance in line with SES expectations or where performance has clearly and consistently exceeded expectations the Principal have the ability to consider further increments.

The Staff Support and Development process automatically has links with, and supports, career progression in terms of the development of skills and knowledge and it is anticipated that staff will progress within their pay range in relation to sustained and consistent performance at least at a satisfactory level. This

description of performance relates to evidence that the staff member shows enthusiasm and drive in personal and professional development and growth.

#### 6.12.1 Banked Hours

The term 'banked hours' refers to the number of hours not pre-allocated to the shift patterns, but kept flexibly available for a variety of uses. They are hours that have been paid but are not directly rostered. All Support Workers are expected to maintain their banked hours balance above minus 15.

These may be used in the following ways:

- a. To pre-book cover for colleagues' holidays
- b. Any sickness cover
- c. To pre-book specific targeted activities with the young adults outside your normal shift pattern, but during residential time. This should be arranged in liaison with the Registered Service Manager.
- d. Support young adults to attend specific activities during education time (where appropriate)
- e. Attending statutory training

A banked hour report is maintained by the administrator and is issued on a weekly basis. Overtime is paid for any hours in excess of a 0 balance within each weekly period.

#### 6.12.2 Remuneration for Secondments

In specific circumstances Support Workers may be required to work at another SES establishment in agreement with the Registered Service Manager. Payment for work at other sites will be through the banked hours system.

#### 6.12.3 Non-Direct Time

Non-direct time with young adults has been built into all rotas providing opportunity for planning and role preparation. This time can be moved in negotiation with the Registered Service Manager to support home visits, statutory reviews and supervision meetings, but must be completed as part of their individual rota each week unless otherwise agreed.

#### 6.12.4 Cover Payments

There may be periods whereby on call cover is required, for example, if a young adults is on contact for an extended period of time. In recognition of being on call for these periods of time, all Support Workers receive an additional payment of £12.50 per day.

## **7 RESIDENTIAL PAYMENTS**

Throughout the year staff may choose to attend planned residential trips with children. These are non-compulsory and provide staff significant development opportunities, as well as building relationships with children.

Payment for attendance of residential trips is considered using the following criteria, always at the discretion of the Principal:

- For care team, their normal banked hours are equalised with an addition of three hours per day for each day of trip worked, plus sleep ins (usually two per week; minimum of five days).
- SEN teachers accompanying a residential trip are not paid additional hours or given days in lieu on their return. For five days or more, two sleep ins will be paid. Trips less than this with overnight stays should receive one paid sleep in (SEN teachers are paid a salary and as such have different contractual conditions).
- All other staff (except senior leaders, e.g. Principals, Directors, RM, HoC etc) would be paid an additional three hours for each day worked. They would also get two sleep ins for five days or more, or one for less than this.
- No days in lieu will be given for any staff.
- The only exception to the above is for a staff member who attends a residential in predefined unpaid leave (e.g. teaching assistant in the summer period) or for an ACCP; in such cases they would be paid their standard day rate for each day of the trip attended.