

## Staff Pay and Benefits Policy part of Total Reward

### 1. PURPOSE AND SCOPE

Ambitious about Autism aims to offer a mix of rewards which enables us to attract, motivate, develop and retain high quality people with the skills, experience and potential we need, whilst remaining realistic and affordable. We are committed to a total reward approach including: pay, benefits, learning and development and a good working environment.

The external market plays an important part in determining the level of pay and benefits offered.

This policy operates under the discretion of the Chief Executive.

However, we are also committed to:

- London Living Wage for all staff (including those on a trainee programme with structured incremental increases)
- determining internal relativities based on fair and consistent criteria
- rewarding and recognising people based on their contribution • ensuring that our pay systems reflect best practice on equalities.

We also aim to:

- Offer opportunities for our employees to work in an interesting and challenging area with a real chance of making a difference to the lives of autistic children and young people and their families.
- Provide all employees with opportunities to develop their knowledge, skills and effectiveness. This includes offering those directly involved with the teaching of autistic children and young people with opportunities to develop their knowledge and skills in our Ambitious Approach, Positive Behaviour Support practice and national curriculum, in an organisation committed to excellence in autism education. See Continuing Professional Development policy and procedure for details of the support and career paths we are able to offer.
- Offer a supportive and consultative work environment, with a Senior Management Team, Staff Council, Equity, Diversity and Inclusion Committee (including staff networks) actively encouraging engagement.
- Encourage initiative and enterprise and offer flexibility to enable job content to be adapted, depending on the needs of Ambitious about Autism, to the needs, abilities and career preferences of employees.
- Provide a competitive and supportive range of benefits for our sector.

### Scope

This policy applies to all permanent employees and those employed for a fixed period of employment. It does not cover agency staff, contractors, Trustees or volunteers.

This policy and decisions reached under it are subject to the complete discretion of Ambitious about Autism management. The policy may be varied, subject to the appropriate notice.

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The following pages describe how our policy is put into practice in terms of:

- 1. Determining internal relativities and basic pay
- 2. Pay reviews and progression
- 3. Other elements of pay
- 4. Benefits
- 5. Management/appeals

**2. IMPLEMENTING OUR POLICY**

**Summary**

**Basic salaries are determined in the same way for all:**

1. By allocation to a band, based on job requirements. There are currently 9 bands, and jobs are assigned to the appropriate band using a job profiling system.
2. By determining the appropriate job family for the role, depending on the external market for the job. This, along with hours worked determines the appropriate pay scale/salary.

**There are currently 6 job families:**

- Teaching: Qualified and Unqualified scales
- Allied Health Professionals
- Ambitious about Autism Behaviour Support
- Teaching and Behaviour Support (TaBS) and Learning and Behaviour Specialists (LaBS)
- Ambitious about Autism General
- Ambitious College: Teaching and Specialist Support

3. Progression along the appropriate pay scale (and/or salary) for Teaching and Behaviour Specialists (TaBS) and Learning and Behaviour Specialists (LaBS) is determined by satisfactory contribution, competence and experience linked to our competency and training frameworks. For all other roles progression is linked to taking on additional responsibilities or taking on a new more senior position (promotion).

**3. INTERNAL RELATIVITIES AND PAY BANDS/SCALES**

**Job profiling system**

To ensure that internal relativities are fairly determined, an assessment is made of the relative responsibility levels of each job based on a job profiling system specially developed for Ambitious about Autism.

The job profiling system is explained in Appendix 1.

A summary of typical profiles for each band is available [here](#).

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The job family will depend on:

- The nature of the role and the skills, experience and qualifications needed.
- The external market relevant to the role. Some job families mirror national scales as this is the appropriate market comparison.

Although there are currently 6 job families, this may change in future to reflect external market conditions and organisation needs.

### **Pay bands/scales**

Within each of the job families, there are a number of job bands, each of which has an allocated pay spine and pay points.

These pay points within each band are drawn from either an Ambitious about Autism pay spine or loosely linked to the appropriate national pay scales. Spine points vary depending on standard/contractual hours worked i.e. some staff work 35 hours, 37.5 hours and some staff work 40 hours on the Ambitious about Autism pay spine.

Not all ELT jobs have a pay scale with incremental points, as ELT pay is determined as an individual salary, recommended by the Nomination and Remuneration Joint Committee. See the Executive Pay Policy.

Pay rates for part-time employees will be calculated on a strictly pro-rata basis, based on the proportion of the standard week the employee is required to work.

### **New jobs/changes to existing jobs**

Jobs in the organisation as at March 2010 were allocated to the appropriate job families and bands by an organisation-wide pay and grading review.

Where, subsequent to that review, there is a completely new job or a significant change in the duties, responsibilities or context of an existing job, in the first instance the ELT member with responsibility for the function along with the Head of Recruitment will be responsible for producing the job description, for the profiling process to determine the band and for allocation to the appropriate job family/pay scale. This is normally done before the recruitment process begins, but on an exceptional basis, recruitment can move forward with provisional banding subject to agreement with the ELT lead and Director of People & Culture.

All job descriptions should be written in a standard format. The template is available [here](#).

### **Job evaluation committee**

All new roles, or changing jobs, will be assessed by Ambitious about Autism's job evaluation committee to agree the relevant band for that role. See the job evaluation committee terms of reference.

The Director of People & Culture or Head of Total Reward in conjunction with the relevant ELT member will then agree the relevant job family for that post and resulting pay decision providing this is within budget.

The Chief Executive/Deputy Chief Executive must approve all jobs from Bands 7-9 with input from selected Trustees for Band 9 (i.e. ELT) jobs. The Nomination and Remuneration Joint Committee must approve any pay/promotion decisions for ELT.

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External support may be requested if a job proves particularly difficult to profile.

It is important to note that a change in responsibility will not automatically lead to a change in band or increase in pay. This will happen only when the change is significant enough to align the job with a higher profile and if the organisation requires the role to operate at a higher profile.

Individuals who feel that their job has changed significantly should first approach their ELT member. If the ELT member agrees that the job has changed significantly and that the organisation requires the role to operate at a higher level, they should seek a review on behalf of the employee – an informal discussion with the Director of People & Culture or Head of Total Reward is a necessary first step.

If the ELT member does not agree that the job has changed significantly, they will discuss this with the employee concerned, explaining their reasons. In the event of the disagreement not being resolved, the Director of People & Culture or Head of People will arbitrate.

Where an individual job has been enhanced so that the role has changed significantly and a promotion to another level is justified, the job does not need to be advertised before the jobholder is promoted. If an individual is promoted to a higher pay band, their salary should be no less than the minimum salary for their new pay scale, with the exception if a member of staff is in development.

New jobs will normally be advertised internally via email/website so that all employees who feel suitably qualified can apply.

**Recruitment Salaries**  
***Existing and New Jobs***

- Recruitment can be to any point on the appropriate pay scale depending on skills, experience, external market conditions and the position of other comparable employees/previous jobholders. For Ambitious about Autism scales, we aim to recruit in the lower half of the pay range within the job band, unless benchmarking of the market indicates that a higher salary will be required to successfully recruit. For trainees on a development path salaries start at the London Living Wage e.g. Trainee TaBS and Trainee LaBS, there are normally fixed pay progression points awarded subject to satisfactory performance and competence-based pay progression.
- For Teachers and Allied Health Professionals, recruitment salary is assessed on the applicant’s current pay position on the appropriate national scale subject to the role being appointed into, is of equivalent status and knowledge and experience required.
- Advertisements for jobs on Ambitious about Autism scales will normally quote the whole salary range from minimum to maximum, normally excluding the top end of the pay ranges which are designated as market zones or upper pay thresholds. Recruitment to the market zone and upper pay threshold will only be in exceptional circumstances and must be signed off by the relevant ELT member with input from the Director of People & Culture/Head of Recruitment in exceptional circumstances, there is also the option to review pay at the end of the probationary period. This decision is at management discretion and dependent on financial affordability and financial sustainability.

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### ***Internal appointments/promotions***

- The criteria for salaries on recruitment will also apply to internal appointments and promotions.
- The salary offered will be carefully compared with what is being paid to other staff in comparable jobs so that there are clear reasons for any resulting differentials.

### **Pay reviews and progression**

#### ***Annual review of pay scales***

Pay scales, i.e. the pay associated with each incremental point on the appropriate pay scales, will be reviewed annually taking into account:

- Affordability and financial sustainability
- general economic factors e.g. “cost of living”, overall pay settlements in the UK economy and in relevant sectors, changes in average earnings etc
- the external market for different jobs and skills.
- for Teachers and Allied Health Professionals, the national pay award.

There is no guarantee that any annual review will lead to increases, but if an increase is awarded this will usually be effective from 1 September for the majority of employees.

If the annual review results in a fixed percentage general increase across the organisation, this will be incorporated into the pay scales and reflected in each pay point.

#### ***Incremental progression within scale/pay increases for individual employees***

All progression is subject to affordability and is at the discretion of Ambitious about Autism. Trainee TaBS and Trainee LaBs have incremental increases linked to meeting and demonstrating satisfactory competence against the training and competency frameworks. Trainee TaBS and Trainee LaBS will start at band 3 on the London Living Wage. Staff can be awarded incremental pay increases based on taking on additional responsibilities or being promoted to a new more senior role.

In March 2014 it was agreed that the incremental points on the payscales would be used as a guideline pay point. Incremental increases based on length of service and contribution was removed from the pay policy following consultation in line with market evidence.

In exceptional circumstances, Ambitious about Autism may award additional increments within the employee’s pay scale – for example to create or maintain appropriate differentials within a grade.

The Chief Executive and Director of People & Culture are responsible for ensuring that the financial implications of the annual salary review are within budget and signed off by the Trustees.

#### **Upper pay thresholds and market zones**

For the Teaching, AHP and Ambitious about Autism Behaviour scales the top end of the scale is designated as an upper pay threshold. Employees can only progress to the upper threshold based on an assessment of competence, experience and contribution, and progression will be limited to those employees who meet the criteria for progression to those zones.

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For the Ambitious about Autism General scale, the top end of the scale (six increments) are designated as the market zone. For Ambitious College Specialist Support the top end of the scale (four – six increments) are designated as the market zone. The pay rates for jobs/employees can only move/be appointed into the market zone based on external market evidence, recruitment and retention experience (and contribution if the proposal is to move a current employee).

No employee based outside Greater London can move into the market zone.

**Additional responsibilities/“acting up”**

The salary of an employee who is “acting up” to a job at a higher band for 6 weeks or more will normally be increased for a temporary period to reflect this additional responsibility as the employee is being expected to operate outside the scope of normal job requirements. For the duration of the temporary “acting up” period, the salary paid will normally be halfway between the employee’s current salary and the minimum of the higher grade or, if this is not possible within the pay scales, at the minimum of the higher grade.

If an employee takes on significant additional responsibility on a permanent or temporary basis, which does not lead to an increase in band, Ambitious about Autism may award an additional increment at discretion – provided the employee’s salary remains within the appropriate salary scale.

Additional responsibilities for some roles can also be paid as an annual allowance, as agreed by the ELT member or Head of School/College. The allowance is paid as a separate payment to basic pay. The employees basic pay, pay point and job band, remains the same for the substantive duties of the post.

Such payments must be approved by the Chief Executive or Deputy Chief Executive if it is outside departmental budget. Directors should make the case by recommending the amount, the period of time the payment relates to (if applicable) and highlighting business reasons.

**External market benchmarking**

Ambitious about Autism’s policy takes account of the external market to allow the organisation to respond flexibly to market pressures. This may result in some differences in the salary bands for jobs in different job families which match the same profiles.

Ambitious about Autism will review the job family scales each year to check that these continue to be appropriate and reserves the right to make adjustments to the number and type of job families.

Adjustment of the number and types of job families to match the market will be based on one or a combination of the following:

- recruitment experience e.g. salary levels of applicants, relative ease of recruitment exercises and advice from recruitment consultants
- retention levels
- formal external benchmarking.

External market data on specific jobs and/or general trends will be fed into the annual salary review process so that the Trustees can come to an informed decision based on objective data.

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ELT should highlight any issues in their own market areas, based on recruitment experience, so that further research can take place, if appropriate.

Where recruitment, retention and market data shows that salary levels for particular skills and experience have decreased, Ambitious about Autism may freeze salaries so that individuals affected receive no further salary increase until their basic salary has reached an appropriate position for their current role, or that the market conditions show that an increase is appropriate.

**Other elements of pay on call/standby/shift**

The nature of some jobs involves being on standby/on call/shift patterns outside normal working hours as an essential and regular feature of the job.

Depending on what is involved, one or more additional increments may be paid as a salary supplement (paid monthly with salary) in respect of an employee regularly working such hours.

**Market supplements**

In certain, very limited and exceptional circumstances, Ambitious about Autism may pay a market supplement in addition to the normal job family pay scale for the job. (In the case of jobs on the Ambitious about Autism scales, this will be appropriate only where it is necessary to offer pay in excess on the market zones).

Market supplements are normally non-consolidated payments available to recognise short-term, objectively, demonstrable external market pressures and problems with recruitment and retention (principally due to the level of remuneration). These will be subject to annual review, with a facility for withdrawal if no longer justified.

Such supplements will normally take the form of a percentage addition to salary but may also be paid as an additional and separate benefit e.g. teachers pension contributions.

Supplements can be paid to new or existing employees. Where there are multi occupied jobs, the payment of a market supplement to one employee in the specific job, will trigger the payment of the same level of supplement to all other employees in the same job.

All market supplements must be approved by the Chief Executive or Deputy Chief Executive.

Where an ELT member feels that a market supplement is appropriate for a job in their function, he/she should raise the case with the Director of People & Culture or Head of Total Reward in the first instance and, if appropriate, provide a written case for consideration supported by evidence.

**Additional allowances included in job family scales**

**SEN (Special Educational Needs) points for Qualified Teachers at TreeHouse School.**

Qualified teachers working in a special school setting, such as Ambitious about Autism, are eligible to receive SEN points. Ambitious about Autism gives an allowance of 2 SEN in addition to basic pay. Details of which are clearly set out in the Ambitious about Autism Teacher’s Pay Scale. SEN points are only awarded to qualified teachers in a band 6 role on the main teaching scale and are not awarded to any qualified teacher paid on the leadership scale bands 7, 8 and 9.

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**Teaching and Learning Responsibilities TLRs;** At TreeHouse School there are a number of discrete sustained additional teaching responsibilities which can be applied for in addition to their key teaching responsibilities. At TreeHouse School three levels of award are available based on the level of additional teaching and learning responsibility. TreeHouse School TLR  
 2a £2,000  
 2b £3,000  
 2c £4,000

**Special discretionary awards**

**One off awards:** Ambitious about Autism also has the facility to make one off payments to reflect truly exceptional achievement by an individual, team or by the whole organisation. Any awards are outside normal job requirements/expectations, are occasion specific and are focused on results achieved, not additional hours.

These awards can be made as part of or outside the annual salary review process.

Recommendations for any special awards should be made by ELT members and must be approved by the Chief Executive with input from Director of People. The Chief Executive may recommend special awards for ELT members to the Nomination and Remuneration Joint Committee.

**Additional hours**

Ambitious about Autism expects employees to work reasonable additional hours when required as necessitated by the needs of the organisation without additional remuneration.

TOIL for band 5 and below is given only in exceptional circumstances but must be agreed in advance and taken within two months of the additional hours worked. For bands 6 and above there will be no TOIL for these staff groups, but some flexibility will be given to start times or finish times when additional hours are worked.

Additional hours should not exceed the limits of the Working Time Directive. For the avoidance of any doubt, no time off in lieu (TOIL) or pay in lieu thereof can be taken or made unless the time worked was authorised in advance by the relevant ELT member.

Where additional hours have been worked on days outside normal working hours (normally at weekends), TOIL will normally be granted by the ELT member for the function, but again this must be authorised in advance.

Any time off in lieu is normally granted in full days, on an “hour for an hour” basis and added to annual holiday entitlement.

In exceptional circumstances, a payment may be made for a significant number of additional hours which have built up and where time in lieu cannot be taken for operational reasons e.g. additional time off will put unacceptable pressure on the department.

Any such payments will be paid at the standard hourly rate and should be approved by the relevant ELT member.

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Where employees who are contracted to work less than the standard working week for their role and required to work significant additional hours on a regular basis, these will normally be paid at normal hourly rate up to a maximum of the standard hours for the role in a week, with TOIL arrangements applying thereafter.

#### 4. BENEFITS

These are available:

- Immediately or
- after completion of a qualifying period

More detailed information on benefits is made available to employees on appointment and our current benefits are summarised below. They are also available to review on My Benefits Portal.

The mix and flexibility of benefits is reviewed on an annual basis to ensure that the package remains appropriate. We also offer:

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<b>Pension</b>	<p>AaA has several pension schemes with varying eligibility &amp; qualifying levels:</p> <p><b>People’s Pension</b>  All staff (with the exception of those in Teachers’ Pension) will be auto-enrolled into the People’s Pension Scheme. Ambitious about Autism operates a 3-month postponement of contributions which means new staff members are automatically enrolled upon reaching 3 months of employment service. Contributions are as per statute. The People’s Pension will send you information directly about the scheme when you are auto-enrolled. Should a member of staff wish to be enrolled into the People’s Pension earlier than month 3 of employment, please contact the Pay and Benefits Officer.</p> <p><b>Aegon Group Personal Pension Scheme</b> (salary sacrifice available)</p> <p>All eligible staff can join the Aegon Pension Scheme subject to length of service as detailed below for job bands 1 to 5 and 6 and above:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"><i>Band 5 and below:</i></td> <td style="width: 50%; vertical-align: top;"><i>Band 6 and above:</i></td> </tr> <tr> <td style="vertical-align: top;">2 years’ service 5% employee contribution by AaA</td> <td style="vertical-align: top;">6 months service Minimum 5% contribution matched and matched by AaA up to 7.5%</td> </tr> </table> <p>When you become eligible to join this scheme subject to length of service as detailed above, or if you require further information about the scheme, please contact the People Team who will advise you further. We can arrange a one-to-one meeting with a financial advisor from Second sight should you wish to join the Aegon pension scheme.</p> <p><b>Teacher’s Pension Scheme</b>  Teaching staff (qualified and non-qualified), in a predominantly teaching role*, are eligible to join this scheme from the commencement of employment date. Teachers will be automatically enrolled through payroll from date of start.</p> <p>Employee contributions rates are based on the Teachers’ Pension salary banding and pensionable earnings in the pay period.</p> <p>Employer contribution rates are paid in line with Teachers’ Pension legislation. To find out more information about the Pension Schemes please initially speak to Payroll Supervisor in the Finance Team.</p> <p><small>* As defined by the Teachers’ Disciplinary (England) Regulations 2012, Regulation 3. Note: This does not apply to trainees or teaching assistants</small></p>	<i>Band 5 and below:</i>	<i>Band 6 and above:</i>	2 years’ service 5% employee contribution by AaA	6 months service Minimum 5% contribution matched and matched by AaA up to 7.5%
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<b>Holiday entitlement</b>	<p>Please see individual contracts of employment to determine holiday entitlement for your role. General principles:</p> <p>TreeHouse School - Holiday year is 1 August to 31 July.</p> <p>School staff (teaching children) – work term time only based on a 41-week term timetable including eight statutory Bank Holidays and 2 weeks training. For the avoidance of doubt, contracts of employment include 28 days statutory holiday that is automatically used during school closure periods.</p> <p>TreeHouse School support/admin staff holiday entitlement is <i>either</i> 32 days or 30 days per annum plus eight statutory Bank Holidays. 32 days + 8 Bank Holidays per annum entitlement is to be taken during school closure periods (i.e. outside of term time). 30 days + 8 Bank Holidays per annum is split 50/50 with up to 15 days to be taken</p>
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<b>Buying / Selling Annual Leave</b>	<p>Ambitious College – Holiday Year is 1 August to 31 July</p> <p>Lecturers, Senior Leadership Team are entitled to 37 days annual leave plus eight statutory Bank Holidays. Annual leave must be taken during College closure periods.</p> <p>*College admin staff entitlement is 32 days per annum plus 8 statutory Bank Holidays to be taken during College closure periods.</p> <p>Specialist Support staff (TLaB, LaB, SLaB, LSCs/Vocational Specialist roles work term-time only equating to 55 college closure days per year based on a 39-week term time (with the exception of two weeks per year when term time roles will work for the delivery of planning/training). For the avoidance of doubt, contracts of employment include 28 days statutory holiday that is automatically used during school closure periods.</p> <p>Integrated Services Team – Holiday Year is 1 August to 31 July Positive Behaviour Support Specialists and AHPs are entitled to 40 days holiday plus 8 Bank Holidays to be taken during closure periods and 5 days that taken be taken flexibly during term time.</p> <p>The term timetables for TreeHouse School and Ambitious College is available on Ambitious about Autism’s web site.</p> <p>Ambitious about Autism: Holiday year is 1 January to 31 December.</p> <p>Ambitious about Autism staff entitlement is 27 days per annum plus eight statutory Bank Holidays that can be taken flexibly throughout the year subject to line management approval.</p> <p>*Ambitious about Autism non term time employees are entitled to non-contractual discretionary time off between Christmas and New Year when the building is closed. All staff with flexible annual leave entitlement are</p>
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	entitled to buy or sell two days annual leave in each holiday year. Please speak to the Payroll Supervisor should you wish to do this.																								
<b>Special Leave</b>	There is no qualifying period for special leave. The purpose of special leave is to cover domestic emergencies as well as certain planned circumstances such as public duties. See Special Leave Policy.																								
<b>Study Leave</b>	AaA approved course - one day paid study leave for each exam/report and one paid day for exam. Non-approved course - one day unpaid for the course and one day unpaid for the exam. See Continuing Professional Development Policy.																								
<b>Time off for Dependents Leave</b>	Employees are entitled to the right to 'reasonable' time off unpaid; Ambitious about Autism will pay up to 2 days leave in a rolling 12-month period and any further time off will be unpaid at the discretion of the ELT and applied equally across the organization.																								
<b>Sick pay</b>	<p>Calculated on a rolling 12 -month cycle</p> <table border="1"> <thead> <tr> <th><u>Length of service</u></th> <th><u>Full Pay</u></th> <th><u>Half Pay</u></th> </tr> </thead> <tbody> <tr> <td>Up to 6 months</td> <td>5 days</td> <td>5 days</td> </tr> <tr> <td>Between 6 months and less than 12 months (or satisfactory completion of review period, if later)</td> <td>two weeks</td> <td>two weeks</td> </tr> <tr> <td>Between 1 year and less than 2 years</td> <td>four weeks</td> <td>four weeks</td> </tr> <tr> <td>Between 2 years and less than 3 years</td> <td>six weeks</td> <td>six weeks</td> </tr> <tr> <td>Between 3 years and less than 4 years</td> <td>eight weeks</td> <td>eight weeks</td> </tr> <tr> <td>Between 4 years and less than 5 years</td> <td>ten weeks</td> <td>ten weeks</td> </tr> <tr> <td>5 years and over</td> <td>twelve weeks</td> <td>twelve weeks</td> </tr> </tbody> </table> <p>Pension contributions will be adjusted according to your pensionable earnings in the pay period and will be determined by the individual pension scheme rules.</p> <p>See Sickness Absence Policy</p>	<u>Length of service</u>	<u>Full Pay</u>	<u>Half Pay</u>	Up to 6 months	5 days	5 days	Between 6 months and less than 12 months (or satisfactory completion of review period, if later)	two weeks	two weeks	Between 1 year and less than 2 years	four weeks	four weeks	Between 2 years and less than 3 years	six weeks	six weeks	Between 3 years and less than 4 years	eight weeks	eight weeks	Between 4 years and less than 5 years	ten weeks	ten weeks	5 years and over	twelve weeks	twelve weeks
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<b>Flexible Working Policy</b>	Please refer to the Flexible Working Policy for information about how to make a formal request; please note, flexible working options are role dependent, due to the need to meet a balance of realistic business needs.																								
<b>Working from Home Policy</b>	Please see the Working from Home Policy and pilot Hybrid Working Policy for further details.																								

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<b>Family Leave Policy and Procedure</b>	<p>Enhanced maternity pay is available to staff who have reached two years' service by the 15<sup>th</sup> week before the expected week of confinement (EWC). Enhanced maternity pay is set out as follows:</p> <ul style="list-style-type: none"> <li>• 6 weeks full pay</li> <li>• 6 weeks 50% pay plus statutory maternity pay (providing this does not exceed full pay).</li> <li>• Up to 17 weeks 25% pay plus statutory maternity pay (providing this does not exceed full pay)</li> <li>• A further 10 weeks of statutory maternity pay (providing this does not exceed full pay).</li> <li>• Up to 13 weeks without pay and pension contributions</li> <li>• A total of 52 weeks maternity leave.</li> </ul> <p>For staff with less than two years service by the 15<sup>th</sup> week before the EWC, statutory maternity entitlement will apply subject to having been employed for 26 weeks by the end of the qualifying week (i.e. the 15<sup>th</sup> week before the baby is due).</p> <p>Holiday entitlement accrued during maternity leave for all staff is based on contractual holiday entitlement. Part-time staff receive a pro rata entitlement.</p> <p>Pension contributions will be adjusted according to your pensionable earnings in the pay period and will be determined by the pension scheme rules.</p> <p>See Family Leave Policy and Procedures.</p>
<b>Childcare</b>	<p>Childcare voucher scheme closed for new members in October 2018 in line with Government Guidelines.</p> <p>For further information on tax free childcare or access childcare support please visit <a href="http://www.childcarechoices.gov.uk">www.childcarechoices.gov.uk</a>.</p>
<b>Wellbeing</b>	<p>Employee Assistance Programme (EAP): CiC is a free, confidential service accessible to all employees, offering information, support and assistance delivered by professional qualified specialists on many issues including finances, legal matters, careers and work issues, family life and counselling. The service is available for staff to access 24 hours a day, 365 days a year.</p> <p>Call 0800 085 1376 or online <a href="http://www.well-online.co.uk">www.well-online.co.uk</a> username aaalogin, password wellbeing</p>

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	<ul style="list-style-type: none"> <li>• Onsite free or subsidised mindfulness training, Yoga/Zumba/Pilates classes and other wellbeing sessions. Please speak to a member of the People Team should you want further information.</li> <li>• Eye Care: we offer vouchers to the value of £26.95 towards the costs of an eye test and £75 towards prescription glasses for eligible staff who “habitually” use VDUs and need spectacles for VDU use. Details and the link to request vouchers can be found on the MyBenefits@Work portal or you can contact the Senior Payroll and Benefits Officer.</li> <li>• Quiet rooms: designated quiet areas for staff, for use if feeling unwell and need or need a calm space after a challenging (physically or emotionally) experience</li> <li>• Support from AaA Staff Council</li> <li>• Mental Health support and wellbeing events</li> <li>• Mindfulness programme</li> <li>• Member of Health Workplace Charter</li> <li>• Staff network groups</li> </ul>
<b>Vaccinations</b>	Flu and Hepatitis B injections are offered to all school & college staff free of charge every autumn. Please ask the Executive Assistants of the Head of School and Ambitious College as to the programmes established locally. Flu vaccination vouchers for charity staff are available from the People Team.
<b>Season ticket loan</b>	Interest free annual season ticket loan of up to £5k for travel costs is available to all staff. Please see the Senior Payroll and Benefits Officer about how to access. You can download the application form from <a href="#">here</a> that will need to be authorized by your respective ELT member.
<b>Trains or bikes</b>	<p>Cycle scheme allows staff (having passed probation) to benefit from obtaining a tax- free bike for use on their journey to work by receiving a loan from AaA up to a maximum of £5K that is repaid over a 12-month period.</p> <p>For more information visit: <a href="https://www.cyclescheme.co.uk">https://www.cyclescheme.co.uk</a> or log on to the MyBenefits@Work portal for access Ambitious about Autism guidelines and application process.</p>
<b>Bike facilities</b>	<p>Ambitious about Autism has a sheltered bike stand at Pears National Centre which holds up to 24 bikes.</p> <p>We also have a staff shower on the ground floor and a wet clothes rack for staff cyclists.</p> <p><b>Ambitious College at CONEL and West Thames has a sheltered bike plus shower facilities.</b></p>
<b>Life Assurance</b>	In the event of death in service, the scheme will pay out two times the annual salary to ease the financial burden on the employee’s family and dependants. For all staff earning less than £30K AaA will pay out in the event of death in service £60K, All staff are automatically covered under this scheme from their first day of employment. <b>Qualified teachers who are members of the Teachers Pension scheme are covered for Life Assurance under that scheme.</b>
<b>Social events</b>	Includes running club/softball/football team, book club, Christmas and Summer events.

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<b>Tea, coffee, milk, sugar, spreads, cereal</b>	A free benefit to all staff.
<b>Voluntary Benefits</b>	Optional scheme with preferential group rates – HSF Health Plan A group healthcare plan offering cover for dental, optical, hospital stays, birth & adoption grant and personal accident at a reduced cost and cashback scheme. A per monthly self-enrolment benefit. Contact our account manager <a href="mailto:andrew.harris@hsf.eu.com">andrew.harris@hsf.eu.com</a> for more details.
<b>Continuing Professional Development</b>	See separate policy demonstrating full commitment to staff' continuing professional development and ensuring staff have the knowledge skills and competence to deliver the strategic and operational plan.
<b>Recognition</b>	In addition each year, AaA celebrates achievement, commitment and long-service at an awards ceremony to recognise and reward staff.
<b>Employee Referral Scheme</b>	We pay a special referral bonus for staff who successfully refer a friend to work at AaA who successfully meet probation. See Recruitment Policy and Process and speak to a member of the Recruitment Team.

## 5. MANAGEMENT/APPEALS

### **Management approval**

ELT are responsible for:

- recommending appropriate bands/pay scales/salaries for their team
- ensuring all supervisions and performance reviews are carried out on time and fairly
- communicating reasons for pay decisions to individuals
- raising market/internal equity issues
- ensuring consistency across Ambitious about Autism making sure all banding/pay decisions are signed off before anything is communicated.

The Chief Executive must also approve:

- salaries for all ELT
- the annual review recommendation
- proposed bandings for most senior staff (7-9), market supplements, special awards, movements into market and upper pay thresholds

The Deputy Chief Executive must also approve

- salaries for jobs reporting to the Director of People

The approval of the Trustees will also be sought for:

- overall budget and policy for the annual review
- salary increases for ELT (delegated authority to Nomination and Remuneration Joint Committee)
- any changes to benefits.

### **Appeals**

Any employee who wishes to appeal against either their band or the decision on award/non award of an increment/increase/special award should approach their ELT member in the first

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instance. The appeal should be in writing setting out why the job has been incorrectly banded and/or why they disagree with a pay decision. The appeals should normally be made with 10 working days of the decision being communicated to the individual.

The appeals process is in 2 stages:

### **STAGE 1: INITIAL MEETING**

A meeting with their ELT member and the Director of People & Culture (or the Head of People) who will explain the reasons for the decision. This will normally take place within 10 working days of the appeal being received.

### **STAGE 2: FINAL MEETING**

If the employee still wishes to pursue their appeals, they should set out their grounds for appeals in writing to the Director of People & Culture and the Chief Executive normally within 5 working days of the first meeting. A meeting will then take place with the Chief Executive (or delegated to another Director) and Director of People & Culture.

The Chief Executive's or delegated Director's decision is final and will be communicated to the employee normally within 5 working days of the Stage 2 meeting. There is no resort to the grievance procedure on these specific issues unless Ambitious about Autism failed to follow a procedure.

An employee may be accompanied at all stages by a Staff Council member, work colleague or official trade union representative.

(Please note: these appeal arrangements are separate from the arrangements for considering whether job duties and responsibilities have changed, which are set out above).

## **AMBITIOUS ABOUT AUTISM JOB PROFILING SYSTEM GUIDANCE NOTES (Appendix 1 of Pay and Benefits Policy)**

### **WHY DO WE HAVE A JOB PROFILING SYSTEM?**

**The Ambitious about Autism job profiling system is designed to:**

- Provide a consistent method of assessing the relative responsibility levels of jobs within the organisation, so that there is a fair and consistent relationship between the responsibilities of a job and its pay.
- Define the most likely common features of jobs at different levels/bands
- Enable senior management to profile new and changed jobs so that informed judgements can be made as to which pay band is appropriate.

### **HOW DOES THE SYSTEM WORK?**

Nine job levels have been identified across Ambitious about Autism.

Each job level relates to a pay band.

Job levels are common across the School/Ambitious College and "non School/College" jobs where jobs have been assessed as having similar overall requirements based on the following factors:

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1. Knowledge, skills and expertise
2. Creativity and judgement
3. Communication skills
4. Autonomy and Initiative
5. Impact
6. Management – people and resources
7. Work context – physical demands, emotional demands and working conditions

For each job level, there are two job profiles describing the main elements and features of a job at that level. One profile at each level describes jobs in the School/Ambitious College and the other describes jobs in the “non School/College areas of Ambitious about Autism, giving a total of 18 job profiles in all. There are many similarities between the job profiles for School/Ambitious College and non School/College jobs at each level but also some differences to reflect the diversity of jobs at Ambitious about Autism.

However, overall, the School/Ambitious College and “non-School/College” job profiles associated with each level have been carefully designed to ensure that they describe jobs of equivalent level of responsibility. (i.e. the Band 1 School/Ambitious College profile denotes equivalent responsibility to the Band 1 non-School/College profile).

There is also a summary matrix for the School/Ambitious College and “non School/College” highlighting the key differences between bands for easy reference.

#### **HOW IS A JOB PROFILED?**

Firstly a job description needs to be prepared describing the main responsibilities and demands of the job together with the knowledge, skills and expertise required.

The next step is to compare the contents of that job description with the pre written profiles for either School/Ambitious College or “non School/College” jobs (whichever is appropriate\*) and find the profile which it most closely resembles i.e. the best fit.

This process should also be used for new jobs to ensure that they are placed within the most appropriate pay band.

\*Some jobs straddle both School/Ambitious College and “non School/College” areas e.g. school/college administration jobs and these may need to be checked against both areas.

#### **HOW MUCH OF A PROFILE DOES THE JOB NEED TO MATCH?**

The job should meet the great majority of the elements described (generally 70% or more).

#### **WHAT HAPPENS IF AN INDIVIDUAL IS TRAINING/DEVELOPING INTO A JOB?**

Job profiles for each level are based on the full requirements of the job being carried out by an individual meeting the knowledge, skills, experience and competence required.

A newly recruited individual who is likely to reach full competence relatively quickly (i.e. within 3-6 months) will normally be appointed at the appropriate job level for the role.

Job holders on longer term training programmes e.g. Trainee TaBS or for those in other areas who have significantly less knowledge, skills and experience than the full job requirement may be appointed to a career grade.

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A career grade is designed to enable the pay band reflect the expected responsibilities of the job during the period whilst the employee is still training and/or developing their skills and experience but has yet to reach the fullest levels of responsibility associated with a fully trained and competent employee undertaking the role concerned.

## WHAT IS COVERED UNDER EACH JOB PROFILE?

### Knowledge, skills and experience

This part of the profile assesses the level of knowledge required to undertake the job, taking a broad view of the definition of knowledge and looking at the extent of requirements for:

- both generalist and specialist knowledge
- practical know-how
- theoretical knowledge
- qualifications
- experience
- breadth of knowledge in areas which may be confined to or may go beyond the immediate job.

### Creativity and judgement (i.e. thinking skills)

This part of the profile assesses the degree of creativity and judgement needed to ensure the satisfactory completion of the functions and tasks the jobholder is required to undertake.

It focuses on

- the difficulty and complexity of decisions made
- the depth and breadth of the understanding required in order to take them
- their likely range within and beyond the job holder's work area and the extent of the need to consider alternatives and develop new solutions.

The full range of potential creativity is covered, including the requirement of how to tackle and carry out tasks relating to caring and counselling, design of work systems, development of policy, practice and procedure, preparation of specifications and campaigns, project work etc.

*Note that the effect of the decisions taken by the job holder is covered under Impact, and that Autonomy is covered along with Initiative.*

### Communication Skills

This part of the profile assesses:

- the complexity and importance of the communication processes the job holder is required to play a part in
- the contribution expected from the job in question.

It covers specialist communication skills, such as those associated with caring and training, as well as any need to communicate in a language other than English.

It is not designed to simply measure the number of people the job holder communicates with. Instead, it assesses the complexity of the communication process and the demands it makes on the job holder in terms of

- the degree of difficulty in conveying information to others,

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- the degree of skill and effort in persuading others to accept the views of the job holder and act accordingly,
- the degree of challenge in the communication process when others are reluctant to accept the post holder's viewpoint and may put the job holder under considerable pressure/stress, and
- the importance of the outcome of the communication process.

### **Autonomy and Initiative (i.e. taking action)**

This part of the profile focuses on the:

- amount of discretion expected of a job holder
- nature of decisions they are expected to take of their own accord
- autonomy they have over how they organise their work
- level of access they have to managerial direction.

It concentrates in particular on:

- how far the job operates within, or outside, of normal procedures or guidelines which dictate how work is handled
- the type of problems on which the job holder is expected to seek more senior guidance before deciding what to do.

### **Impact**

Jobs may have an impact on the organisation and the people it serves in a number of ways:

- Direct impact on the welfare of children with autism and their families
- Impact on the nature of services to be provided by Ambitious about Autism
- Impact on the availability and use of assets and resources through fundraising, lobbying, policy development work or design of work systems
- Impact on external organisations which affect Ambitious about Autism's work
- Impact on operational or strategic direction of parts of or the whole of the organisation through the giving of advice.

This part of the profile seeks to look at the combination of any or all these types of impact which may exist in a job and thereby take a balanced view of a job's overall impact, depending on how it occurs.

### **Management of People**

This part of the profile is designed to provide a relatively straightforward assessment of the extent of line management responsibilities in a job. Account is taken of all jobs which ultimately report to the job in question, even though line management may have been delegated to job(s) below it.

The definitions needed to understand the profiles are:

- Small team – up to 3
- Larger team – 4-10
- Significant team – above 10

### **Management of Resources**

This part of the profile measures any direct responsibilities in a job for either the management of

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- physical assets or
- information or
- data systems or
- financial resources

So far as physical assets are concerned, the focus is on the value of any assets (buildings, vehicles, equipment etc,) for which a job has exclusive responsibility.

So far as information is concerned the focus is on requirements to keep information (including intellectual property) secure, confidential and in compliance with legal requirements. The value of data and data systems should be assessed in terms of both the monetary value of information/data, software and hardware but also in terms of the important of the system or information to the operation of Ambitious about Autism and its functions/services.

This factor also looks at cost centre management or budget monitoring responsibilities, taking account of all budgets which are the responsibility of the job, even though the immediate responsibility may have been delegated to other job holders which the job in question line manages.

The definitions needed to understand the profiles are:

- Small: up to £30,000
- Larger: £30,000 to £50,000
- Large: £50,000 to £100,000
- Very large: over £100,000

## Work context

### Physical demands

This part of the profile assesses the type, amount, continuity and frequency of the physical effort required by the job.

It covers stamina as well as strength. It takes into account all forms of bodily effort, for example, that required for standing and walking, lifting and carrying, pulling and pushing.

It also includes the physical demands involved in working in awkward positions, for example, bending, crouching, stretching; for sitting, standing or working in a constrained position; and for maintaining the required pace of work.

### Emotional demands

This part of the profile assesses the extent (in terms of nature and frequency) of the demands on the job holder arising from direct contacts or work with children with autism and their families. It takes into account the need to deal with contacts who are, for example, frustrated, upset or unwell, and whether their disadvantaged circumstances are such as to cause stress to the jobholder.

The words defining frequencies have the following meaning:

- Occasional – likely to occur within the normal cycle of events associated with the work, but not frequently in the sense that it occurs in a daily or weekly regular pattern, e.g. once per day or once per week .

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- Regular – likely to occur in a daily or weekly regular pattern, e.g. once per day or once per week.
- Frequent- likely to occur on a regular pattern, several times per day.

**Working conditions**

This part of the profile assesses the degree of exposure to physically disagreeable, unpleasant, or uncomfortable conditions in the working environment.

It covers the frequency, duration and nature of exposure to dirt, noise, smells, bodily fluids, human waste, or inclement weather and dirty internal or external environments. The words defining frequencies have the following meaning:

- Minimal – unlikely to occur but might happen very occasionally in fairly exceptional circumstances.
- Occasional – likely to occur within the normal cycle of events associated with the work, but not frequently in the sense that it occurs in a daily or weekly regular pattern, e.g. once per day or once per week.
- Regular – likely to occur in a daily or weekly regular pattern, e.g. once per day or once per week.
- Frequent- likely to occur on a regular pattern, several times per day.

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**JOB PROFILING MATRIX**

**EXAMPLE**

Best fit? – Band 2

	<b>BAND 1</b>	<b>BAND 2</b>	<b>BAND 3</b>	<b>BAND 4</b>	<b>BAND 5</b>	<b>BAND 6</b>	<b>BAND 7</b>	<b>BAND 8</b>	<b>BAND 9</b>
<b>Knowledge, skills and expertise</b>		YES							
<b>Creativity and judgment i.e. thinking</b>		YES							
<b>Communication skills</b>		YES							
<b>Autonomy and initiative i.e. taking action</b>			YES						
<b>Impact</b>			YES						
<b>Management of people</b>		YES							
<b>Management of resources</b>		YES							
<b>Physical demands</b>		YES							
<b>Emotional demands</b>		YES							
<b>Working conditions</b>			YES						