

DEMAT Pay Policy 2019-2020

Applicable to all employees working in DEMAT constituent academy schools

Equality and Diversity

The Diocese of Ely Multi Academy Trust (DEMAT) is committed to promoting equality of opportunity for all staff. We aim to create a supportive and inclusive working environment in which all individuals can make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.

The principles of non-discrimination and equality of opportunity also apply to the way in which DEMAT staff, Trustees, Directors and Governors treat visitors, volunteers, contractors.

Data Protection

DEMAT processes personal data of staff (which may be held on paper, electronically, or otherwise) and recognises the need to treat it in an appropriate and lawful manner, in accordance with the General Data Protection Regulations (GDPR).

	Version	Date
Date on which the DEMAT consulted with unions	1	October 2019
Date approved by the DEMAT Personnel Committee	1	November 2019
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For all questions in relation to this policy please contact the DEMAT HR Manager on 01353 656760 or contact the HR team at: HRteam@demat.org.uk

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DEFINITIONS

- 'Academy' means a constituent academy school of DEMAT.
- 'CEO' means the Chief Executive Officer of DEMAT, or any officer or other person exercising relevant authority delegated by the Chief Executive Officer to them.
- 'DEMAT Executive' means any Director or Senior Manager who has been given the relevant authority to be involved in processes regarding pay.
- 'DEMAT' means the Diocese of Ely Multi-Academy Trust.
- 'Headteacher' has the meaning provided in the STPC Document but, for the sake of clarity, includes what DEMAT's schemes of delegation refer to as the 'Principal' and, in any academy school that has an Executive Headteacher, it means that Executive Headteacher.
- 'Pay Committee' means any committee to which a local governing body delegates the decision-making powers that have been delegated to it by DEMAT.
- 'Relevant body' is the deciding body referred to in the STPC Document and, for the purposes of this policy, the relevant body is DEMAT.
- For staff who are not the headteacher, the 'relevant body' is the Pay Committee.
- For the Headteacher, the 'relevant body' is DEMAT (the Trust), or such of its Committees to which DEMAT might have delegated authority.
- 'staff' means any person employed by DEMAT to work in any of its constituent academies.
- 'STPC Document' (STPCD) means the School Teachers' Pay and Conditions Document 2019.
- 'teaching days' means those days when the academy conducts at least one full teaching session, including those days when the academy chooses to teach only a group of pupils, for example, to better manage cohort starts. 'Teaching days' exclude academy holidays, planned closures, unplanned closures and those days when teaching is available only on a voluntary basis, for example, for revision or 'catch up/intervention' work.
- 'TLR' means Teaching and Learning Responsibility payment.

1. INTRODUCTION

- 1.1. As indicated in the Scheme of Delegation for the academy, the responsibility for agreeing a pay policy for staff working in DEMAT's constituent academies is not delegated by DEMAT to any committee or officer. This Pay Policy therefore requires the approval of the DEMAT Board of Trustees before coming into effect. DEMAT approved this Pay Policy at its meeting in November 2019. It has effect as respects pay decisions for the period **1 September 2019 to 31 August 2020** and, where those decisions relate to prior performance, they relate to performance during the period **1 September 2018 to 31 August 2019**.
- 1.2. The minimum and maximum of the pay ranges and allowances for the **1 September 2019** pay award are set out in the STPDC and the point scales within them are those recommended by the unions jointly.
- 1.3. In implementing this Pay Policy, the Local Governing Body will:
 - grade posts appropriately within the conditions of employment set out in the STPCD (for teachers) and the conditions of service (for support staff employed by DEMAT).
 - take into account pay relativities between posts within the teacher and support staffing structures of the academy.
 - ensure that the annual appraisal of all staff, including the appraisal of those absent from duty, is fairly and properly conducted in accordance with the academy's Appraisal Policy in a reasonable, agreed timeframe.
 - For teaching staff this would normally, be by 31 October for teachers who are not the headteacher and, normally, by 30 September for the Headteacher.
- 1.4. Where a pay determination leads, or may lead, to the start of a period of salary safeguarding, the Local Governing Body will give a written statement of notification as soon as possible, and no later than one month after the date of the determination to:
 - ensure that any discretion is exercised in a fair and equitable manner;
 - give recognition to assigned TLRs, whether for a permanent post, an acting period, or a temporary project;
 - comply with the salary safeguarding arrangements in the STPCD;
 - ensure that an appropriate evaluation process is used to determine the salary range for support staff, and the Local Governing Body will; and

- provide appropriate training and support for those staff who are responsible for implementing and administering this Pay Policy.
- 1.5 This policy statement will be available to all staff employed by DEMAT working within an academy.

2. DECISION-MAKING

2.1. DEMAT

2.1.1. DEMAT has reserved to itself the function of determining a Pay Policy for all its employees who work in its constituent academies.

2.1.2 The DEMAT Executive makes decisions regarding pay for Executive Headteachers and Headteachers. The Chair of Governors (or nominated governor) for the relevant school plays a vital role in the Head Teacher Performance Management (HTPM) process and may influence but does not have any decision-making authority.

2.2. Local Governing Body

2.2.1 DEMAT has delegated to the Local Governing Body the responsibility to implement and to administer its Pay Policy, including exercising the discretions contained within it, unless the Pay Policy states that a different body or person has that responsibility.

2.3 Pay Committee

2.3.1 In accordance with the academy's Scheme of Delegation, the Local Governing Body is required by DEMAT to delegate to a committee all the functions delegated to it by DEMAT as respects pay decisions (except for those relating to pay-related reviews (see below)) for all posts below that of Headteacher and that committee must be called the 'Pay Committee'.

2.3.2 The Pay Committee will comprise three local governors from the academy, none of whom may be a DEMAT employee or engaged to provide services to the academy, other than those provided without financial consideration.

2.3.3 The Pay Committee must elect a chair from among its members and it will do so at its first meeting each academic year and it must be clerked by a person appointed for that purpose by the Pay Committee. This may be any such person, including one who has been appointed by DEMAT to be a clerk to any DEMAT local governing body.

2.3.4 The Pay Committee must meet at such times as is necessary to discharge its responsibilities effectively and, in any case, within 20 teaching days of receiving a request to make a determination.

2.3.5 Those entitled to attend meetings of the Pay Committee are listed in Appendix A and B.

- 2.3.6 Those entitled to attend meetings to review decisions relating to the pay of Executive Headteachers and Headteachers are listed in Appendix H.
- 2.3.7 In exercising any discretion within this Pay Policy, the Pay Review Committee is required to have regard to any advice provided by the Local Governing Body, Headteacher or the CEO.
- 2.3.8 The Pay Committee may not make decisions that would have the effect of incurring greater expenditure than the amount designated for pay by the Local Governing Body.
- 2.3.9 The HTPM process and pay recommendations is managed by the CEO. Such recommendations are submitted to the Board of Trustees for approval, who will consult with other relevant parties before decisions are finalised.

2.4 Pay Review Committee

- 2.4.1 In accordance with the Academy's Scheme of Delegation, the Local Governing Body is required by DEMAT to delegate to a committee all the functions delegated to it by DEMAT as respects the review of decisions made by the Pay Committee (except for those relating to pay-related reviews (see below)) for all posts below that of Headteacher and that committee must be called the 'Pay Review Committee'.
- 2.4.2 The Pay Review Committee will comprise of no less than 3 local governors from the academy, none of whom may be a DEMAT employee, engaged to provide services to the academy (other than those provided without financial consideration) or have sat that academic year, or be sitting that academic year, as a member of the Pay Committee. DEMAT may discharge Senior Managers to support on this Committee in order to be quorate.
- 2.4.3 The Pay Review Committee must elect a chair from among its members and it will do so at its first meeting each academic year and it must be clerked by a person appointed for that purpose by the Pay Review Committee. This may be any such person, including one who has been appointed by DEMAT to be a clerk to any DEMAT local governing body.
- 2.4.4 The Pay Review Committee must meet at such times as is necessary to discharge its responsibilities effectively and, in any case, within 20 teaching days of receiving any request to determine the matter.
- 2.4.5 Those entitled to attend meetings of the Pay Review Committee are listed in Appendices A and B.
- 2.4.6 In exercising any discretion within this Pay Policy, the Pay Review Committee is required to have regard to any advice provided by the Local Governing Body, Headteacher or the CEO.

- 2.4.7 In the event that a Headteacher wishes to have a decision regarding their pay reviewed, the arrangements outlined in Appendix I should be followed.
- 2.5 Headteacher
- 2.5.1 The Headteacher must make annual recommendations to the Pay Committee on the salary of all staff, except themselves.
- 2.6 Staffing structure: preparation
- 2.6.1 the Headteacher must prepare, and submit to the Local Governing Body for consideration, a proposed staffing structure that includes all the proposed salary liabilities for that year. If required by the Local Governing Body, the Headteacher must also submit to it for consideration, a staffing structure that includes all the future salary liabilities known at that time. Such a structure would, for example, include the maximum point of any range to which post-holders might advance over time.
- 2.6.2 In exercising any discretion within this Pay Policy, the Headteacher is required to have regard to any advice provided by the Local Governing Body, CEO or relevant DEMAT Director.
- 2.7 Staffing structure
- 2.7.1 If the staffing structure proposed by the Headteacher or, later, considered for approval by the Local Governing Body, has implications for existing staff, those staff and trade unions recognised by DEMAT, will be consulted prior to publication.
- 2.8 Staffing structure: publication
- 2.8.1 The Local Governing Body will publish on its website the approved staffing structure.
- 2.9 Equal opportunities
- 2.9.1 The Pay Body requires that the Headteacher has regard to the budget approved by the Governing Body or Trust and the requirements of employment legislation, particularly The Equality Act 2010, (including requirements under the Public Sector Equality Duty and gender pay gap reporting requirements), The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002, as well as The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The ACAS Code of Practice (section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992, and The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

2.10 Recommendations to the Pay Committee and representations about those recommendations

2.10.1 When a recommendation is made about the salary of a member of staff, the person or body* making the recommendation must inform that member of staff of that recommendation: the Appraisal Policy states that a member of staff will be informed of the pay recommendation in their appraisal report. In addition, they must be informed of the date when that recommendation will be considered.

****For staff who are not the headteacher, the 'body' is the Pay Committee. For the Headteacher, the 'body' is DEMAT, or such of its committees to which DEMAT might have delegated authority.***

2.10.2 If a member of staff (in a post below that of the Headteacher) does not agree with the recommendation to be made, they may submit a formal appeal, providing a written statement to the Clerk that the body considering the recommendation will then consider alongside the recommendation.

2.10.3 The statement provided by the member of staff must indicate the reason(s) why they are seeking to appeal the recommendation. To qualify for consideration, the reason must be that:

- a. a provision of the Pay Policy or Appraisal Policy has been applied incorrectly
- b. in the case of a teacher, there has been a failure to have proper regard for the statutory/contractual guidance of the STPCD
- c. there has been a failure to take proper account of relevant evidence
- d. irrelevant or inaccurate evidence has been taken into account
- e. the recommendation is biased
- f. otherwise unlawfully discriminates against the member of staff.

2.10.4 The member of staff must be informed of the proposed recommendation at least five teaching days before the date of the meeting of the body considering the recommendation. During those five teaching days, the member of staff may submit a written appeal to the Clerk to the Pay Committee or, in the case of the headteacher, to the Secretary to the Board of Trustees.

2.10.5 The member of staff will be notified in writing of the decision made by the body considering the recommendation, and of the right of the member of staff to appeal that decision.

2.10.6 The procedure to be followed for the Pay Committee appeal hearing is attached at Appendix A.

2.11 Representations about Pay Committee decisions

2.11.1 Provided that:

- a. they do so within five teaching days of receiving notification of the decision made by the Pay Committee; and provided that
- b. the reason(s) stated are one or more of those that qualifies for consideration,

a member of staff may formally appeal a salary decision, that would be undertaken by the Pay Review Committee.

2.11.2 The procedure for pay appeal reviews is set out in Appendix B.

2.11.3 Decisions of the Pay Review Committee will be final, and it will report its decisions to the Pay Committee.

2.12 Upper Pay Range applications and reviews

2.12.1 A teacher wishing to access the Upper Pay Range for the first time in their role must apply to the Headteacher by 31 October if any determination is to be backdated to 1 September.

2.12.2 The Headteacher will make a recommendation to the Pay Committee as to whether that teacher should access the Upper Pay Range with effect from the 1 September and, if so, at what point on that range. It is the policy of DEMAT that a successful applicant will normally access the Upper Pay Range at the minimum point.

2.12.3 Where the Headteacher is to recommend that a teacher progresses to a point on the Upper Pay Range that is higher than the minimum one, they must obtain written advice from the CEO. If the advice is to appoint at the minimum point but the Headteacher still wishes to recommend to the Pay Committee that a teacher accesses the Upper Pay Range at a point higher than the minimum one, they must attach the advice and state their reasons for rejecting it (if applicable).

2.12.4 The applicant must be informed of the proposed recommendation at least five teaching days before the date of the meeting of the Pay Committee considering the recommendation. During those five teaching days, the applicant may make written representations to the Pay Committee via its Clerk.

- 2.12.5 Where an application is successful, the Headteacher must provide oral feedback on the application. Where an application is unsuccessful, the Headteacher must provide written feedback. Feedback in either case must include advice on aspects of performance that would benefit from further development.
- 2.12.6 An applicant is entitled to appeal the decision, in which case the Pay Review Committee procedure described above would apply.
- 2.12.7 Upper Pay Range decisions will only apply to posts in the employment of DEMAT.
- 2.12.8 Further information on applications for access to the Upper Pay Range is at Appendix C.
- 2.13 Statement of salary
- 2.13.1 Each year and as reasonably practicable after decisions are made, or after reviews if those take place, the Headteacher will provide each member of staff, except themselves, with a statement showing the salary determinations.
- 2.13.2 Headteachers will be notified of decisions relating to their pay by the DEMAT Executive.
- 2.14 Advice for the Headteacher
- 2.14.1 The Chair of the Pay Committee and the CEO will be available to the Headteacher for consultation on those matters of this Pay Policy delegated to the Headteacher.

3 EXERCISE OF DISCRETION UNDER THE STPCD

- 3.1 Starting salary of new classroom teacher appointees
- 3.1.1 When advertising a teaching post, the Pay Committee will identify the range of salary within which the post will be advertised, and that range will be one within the budget set for salaries.
- 3.1.2 Where the recruitment selection panel regards a teacher as having relevant teaching experience, or non-teaching experience that is directly relevant to the post being offered, it may determine an appropriate salary to offer that is within the advertised range and may have due regard to the following factors:
- One point for each year of service as a qualified teacher in maintained school, City Technology Academy or independent school;
 - One point for each one year of service as a qualified teacher in higher education or further education including sixth form colleges, or in

countries outside England or Wales in a school in the maintained sector of the country concerned;

- One point for each three years of non-teaching experience spent working in a relevant area, including industrial or commercial training, time spent working in an occupation relevant to the teacher's work at the school, and experience with children/young people;
- One point for each three years of other remunerated or unremunerated experience including caring for young children during a career break.

3.2.3 The selection panel may not agree to match a current or previous salary level without first considering the merits of the application and the salary of teachers employed by the academy and, if it wishes, across DEMAT.

3.2.4 The selection panel will keep a written statement detailing the reasons the salary has been awarded, together with the position on the appropriate range in the salary structure.

3.1 Calculation of part-time teachers' salaries

3.2.1 The Local Governing Body will ensure that part-time teachers employed at the academy have their salaries calculated in accordance with the STPCD and the 'pro rata principle', except where a part-time teacher is awarded a TLR 3.

3.2.2 The Local Governing Body will ensure that the total number of specified working hours for which a part-time teacher may be available to work is calculated in accordance with the STPCD and the 'pro rata principle'.

3.2.3 Within their salary statement (see below), all part time teachers will be advised by the Headteacher of the way in which their salary and specified working hours are calculated.

3.3 Recruitment and retention incentives and benefits

3.3.1 The Pay Committee, acting within any financial constraints imposed by the Local Governing Body or the DEMAT Executive, may determine any payment of recruitment and retention incentives and/or benefits in accordance with the STPCD. The Pay Committee may, if it wishes, authorise a selection panel to broadly offer recruitment incentives to a specified value, but a selection panel may not award any such definite allowance without prior approval from the DEMAT Executive and the Pay Committee.

3.3.2 The policy or guidelines adopted by the Local Governing Body will be made known by the Headteacher and are set out as Appendix D to this policy.

3.4 Teaching and Learning Responsibility (TLR) payments

3.4.1 Each year, and in time to have effect from the start of the following academic year, the Headteacher will recommend to the Local Governing Body whether:

- a. any posts for which permanent TLR payments should be made and, where one or more TLR payments are recommended, recommending:
 - i. whether those payments should be a first TLR (TLR1) or a second TLR (TLR2)
 - ii. the value of those recommended payments, subject to the minimum and maximum TLR1 and TLR2 values set out in the STPCD
 - iii. whether any TLR payment should be paid to any teacher, including any teacher who might be paid a first or second TLR, for a short-term period (which must be a TLR3) and, if so, recommending
 - iv. for what temporary period the payment should be paid, and
 - v. stating the reason for the short-term nature of the recommended payment.

3.4.2 In deciding whether to recommend, and whether to award TLR payments, the Headteacher, DEMAT Executive and the Pay Committee respectively will apply the criteria specified in the STPCD for such payments.

3.5 Leading Practitioner posts

3.5.1 Each year, and in time to have effect from the start of the following academic year, the Headteacher will recommend to the Local Governing Body whether any Leading Practitioner posts should be created and, if so, the range and level of salary that should be allocated.

3.6 Special Educational Needs allowance

3.6.1 The Pay Committee will award an allowance to any teacher whose post meets the criteria set out in the STPCD to qualify for a special educational needs allowance.

3.6.2 The post will have spot values selected from the SEN range, determined by the Pay Committee following recommendations from the Headteacher. The value of allowances will be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

3.7 Awards for performance progression to teachers paid on the Main Pay Range, the Upper Pay Range or the Unqualified Teacher Pay Range

- 3.7.1 Pay progression for staff who were working at the academy during the preceding appraisal year and who continue to hold the same role will be based on an assessment of performance, as determined under the Appraisal Policy. The 'same role' shall be taken to include a Teacher or Headteacher who remains a teacher but who has now undertaken additional duties and/or different duties as a teacher.
- 3.7.2 At the time of the annual assessment of teachers' salaries, the Pay Committee will consider written recommendations from the Headteacher that a teacher be paid a higher salary on the classroom teachers' Main Pay Range, or the Upper Pay Range or the Unqualified Teacher Pay Range, depending on which range the teacher is currently paid. The Headteacher will provide written reasons why any teacher should not progress on either range.
- 3.7.3 Any recommendations for progression to a higher salary made by the Headteacher shall be in respect of the teacher's performance against their objectives as measured against the performance review under the Appraisal Policy, with particular reference to the achievement of objectives and classroom performance. In the case of teachers on the Upper Pay Range, the Headteacher will also have regard to their overall contribution to the academy.
- 3.7.4 Before the Headteacher makes written recommendations to the Pay Committee, the Local Governing Body will expect that the Headteacher has had due regard to the criteria for determining whether a teacher shall progress, as set out in Appendix E to this policy.
- 3.7.5 Recommendations for increases in pay will be differentiated so that any increase is clearly attributable to the performance of each teacher.
- 3.7.6 A teacher on the Main Pay Range whose performance each year meets the criteria set out in Appendix E could reasonably expect to reach the maximum of the range in five years. The Headteacher may recommend that there will be no progression on the range in a given year, where the outcome of the appraisal leads to the conclusion that progression is not warranted.
- 3.7.7 Where a teacher has been absent through long-term leave including maternity or adoption leave, the Headteacher will ensure that a performance review has been conducted. If a review cannot be conducted until the teacher returns to work, the Headteacher will conduct a review following the teacher's return. If the recommendation is to pay the teacher on a higher salary on the appropriate pay range, the award will be backdated to the date on which the award would normally have been paid.

4 LEADING PRACTITIONER POSTS

- 4.1 At the time of the annual assessment of teachers' salaries, the Pay Committee will consider recommendations from the Headteacher that any Leading Practitioner be paid a higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Appendix F.

5 THE LEADERSHIP GROUP (see Appendix G)

5.1 Deputy and Assistant Headteachers

- 5.1.1 The Pay Committee, following consideration of the relevant criteria set out in the STPCD, will determine the pay range for a newly appointed Deputy Headteachers or Assistant Headteachers salary.

- 5.1.2 At the time of appointing a new Deputy Headteacher or Assistant Headteacher, the selection panel will determine the starting point on the pay range. The selection panel will have regard to advice available from the DEMAT Executive.

5.2 Awards for performance to Deputy and Assistant Heads

- 5.2.1 At the time of the annual assessment of teachers' salaries, the Review Committee will consider recommendations from the Headteacher that any Deputy or Assistant Headteacher be paid additional points subject to the maximum of their range. The Local Governing Body expects that the objectives for a Deputy or Assistant Headteacher will have become progressively challenging, but should be realistic and achievable, as the teacher has gained experience in the role.

- 5.2.2 Where there are substantial difficulties in recruiting and/or retaining the services of a current Deputy or Assistant Headteacher, the Pay Committee may decide to change the salary range in accordance with the STPCD, provided this is within the staffing budget set for the academy. Only in exceptional circumstances may the Deputy or Assistant Headteacher's range overlap the Headteacher's pay range.

5.3 Awards for performance of Executive Headteacher on appointment

- 5.3.1 Where two or more academies has an Executive Headteacher who, during the previous academic year, was the Headteacher in one of the academies now under the executive headship, that Executive Headteacher continues to hold that headship. This being the case, the CEO will consider the outcome of the Executive Headteachers' performance during the previous year and to consider, where that performance warrants it, making recommendations to the Board of Trustees as to the starting salary.

- 5.3.2 No recommendation or decision as respects a performance-related change in salary shall be informed by a change caused by the additional duties and responsibilities of the executive headship.

6 ANNUAL ASSESSMENT OF THE SALARY OF TEACHERS

- 6.1 On or before 1 September of each year, or as soon as possible thereafter, the Headteacher will carry out an annual assessment of salary for each teacher, including Deputy and Assistant Headteachers, Leading Practitioners and Unqualified Teachers employed in the academy.
- 6.2 The Review Committee will receive the pay recommendations from the Headteacher by 31 October of the current year at the latest, and awards for accepted recommendations will be backdated to 1 September of the current year. The CEO will make recommendations to the Board of Trustees about the Headteacher's salary in accordance with the timetable below for annual review of the Headteacher's salary and awards for accepted recommendation will be backdated to 1 September of the current year (see 7.2).

7 DETERMINATION OF LEADERSHIP GROUP SALARIES

- 7.1 Group size of the academy, Headteacher Pay Range (HTPR) and pay ranges for other members of the Leadership Group
- 7.1.1 For the purposes of determining the group of the academy by which the HTPR is identified, DEMAT will calculate annually the unit total of the academy as outlined in the School Teachers' Pay and Conditions document (September 2019).
- 7.1.2 DEMAT will assign the academy to the appropriate Headteacher Group (HTG) whenever a new Headteacher is to be appointed and on such other occasions as DEMAT sees fit. The Headteacher may, at any time, make representations to the CEO in the first instance, to consider assigning the academy to a new HTG.
- 7.1.3 If, following a re-calculation of the unit total the group size is changed, a HTPR will be established, ensuring that the minimum is not below the minimum of the salary range for the HTG and that it has a range of consecutive salary points selected within the HTG range for the academy. The decision on what HTPR has effect shall rest with DEMAT.
- 7.1.4 At the appointment of a new Headteacher, the recruitment selection panel shall recommend to the CEO, the salary point on the HTPR to be paid, ensuring that there is room for salary progression to be determined by subsequent performance. The selection panel may make a recommendation before the post is offered if it wishes to seek prior approval, but it may not offer the post until it has the CEO's decision.

- 7.1.5 In the event that DEMAT agrees to the Headteacher also being made the Headteacher of another academy on a permanent basis, this will change their role to that of Executive Headteacher. Their salary will be determined in accordance with the STPDC where Headteachers are accountable for more than one school.
 - 7.1.6 Where such a decision is made, DEMAT will also review the salary ranges of any other teachers affected by the arrangement due to increased responsibilities. Where such arrangements are temporary, the safeguarding provisions will not apply.
 - 7.1.7 The pay ranges for a Deputy or Assistant Headteacher shall be determined with reference to the academy's HTPR as defined by the STPCD.
- 7.2 Annual Review of Headteacher's salary
- 7.2.1 Each year, the CEO will make recommendations to the Board of Trustees about the salary of the Headteacher.
 - 7.2.2 Recommendations shall reflect the Headteacher's overall performance during the year including, but not restricted to, the Headteacher's performance against objectives set for the previous year.
 - 7.2.3 Any recommendation made by the CEO for progression within the HTPR will identify the recommended number of points of progression (normally 1 point depending on the circumstances). The Headteacher will be advised of the proposed recommendations at least five teaching days before DEMAT considers them and may make a written response to the recommendations through the CEO in the first instance.
 - 7.2.4 Recommendations for the Headteacher's salary will be made in a written statement to be considered by the CEO and the Trust Personnel Committee at the first meeting in the Autumn term, or as soon as practicable thereafter.
 - 7.2.5 The CEO must include reasons for the recommendation and the recommended level of salary from 1 September.
 - 7.2.6 The Headteacher will be informed in writing of the decision within five teaching days of the meeting.
 - 7.2.7 Awards will be backdated to 1 September.

- 7.3 If the Headteacher wishes to seek a review of the decision, they may do so in accordance with the procedure set out in Appendix A.
- 7.3.1 On the recommendation of the CEO, DEMAT may decide to pay temporary payments to the Headteacher for temporary responsibilities and duties.
- 7.3.2 Temporary payments will not be made in respect of temporary responsibilities or duties already accounted for within the Headteacher's job description and commensurate with the current salary.
- 7.3.3 Temporary payments will not exceed 25% of the Headteacher's salary and temporary payments plus other payments will not exceed 25% above the maximum of the HTG.
- 7.3.4 Although the STPCD allows the maximums set out above to be exceeded provided external advice has been sought, it is the policy of DEMAT that such payments will not be made.
- 7.4 Acting Allowances
- 7.4.1 Where a teacher is assigned, and carries out, the duties of a Headteacher, Deputy Headteacher, Assistant Headteacher or a TLR post holder but has not been appointed to permanently act in that role, the Pay Committee will consider - within 28 calendar days of the acting appointment taking effect - whether or not the teacher shall be paid an acting allowance calculated in accordance with paragraph 7.4.2 below. If the allowance is to be paid for Acting Headteacher responsibilities, the Pay Committee should confer with the CEO or the Trust HR Manager in the first instance, before any decision about an allowance is made. If an individual is assigned and carries out duties but is not appointed as Acting Head (for example) and therefore no allowance is paid, the Pay Committee may, at any time thereafter, consider again the case for an acting allowance. In making its decision as to the start date of any such allowance, the Pay Committee will take into account the anticipated duration of the absence. Where a person is assigned, and continues to carry out, an acting role, it would be exceptional if any allowance awarded had not had effect from the 29th calendar day at the earliest.
- 7.4.2 From the date that the Pay Committee considers it necessary for an acting appointment to take effect, an acting allowance will be paid equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Pay Committee. The relevant conditions of service detailed within the STPCD will apply to any person in receipt of such an acting allowance.

8 ADDITIONAL PAYMENTS FOR TEACHING STAFF

8.1 In the event that the Headteacher, following consultation with the teacher(s) affected, requests teachers to undertake:

- relevant and agreed continuing professional development (CPD) undertaken outside the academy day
- relevant and agreed activities relating to the provision of initial teacher training (ITT) as part of the ordinary conduct of the academy day or
- relevant and agreed out-of-working-hours learning activities

then payments as below will be made to those teachers agreeing to participate in such activities.

8.2 The daily rate payable to each teacher undertaking such CPD or ITT activities will be determined by the Pay Committee. Periods of less than a day will be paid pro rata.

8.3 Where additional responsibilities and activities are undertaken by a teacher resulting from the Headteacher having responsibility for more than one academy, the Pay Committee will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Pay Committee will be reported to the next meeting of the Local Governing Body.

9 UNQUALIFIED TEACHERS

9.1 The Pay Committee may employ unqualified teachers/instructors in the academy. Such unqualified teachers will be paid in accordance with the STPCD.

9.2 The point on the Unqualified Teacher Pay Range, within the maximum and minimum of the range as set out in the STPCD, at which a new appointment will be paid, will be determined by the Pay Committee, and will take account of the qualifications and experience considered to be relevant to the post.

9.3 In addition to the appropriate point on the Unqualified Teacher Pay Range, the Pay Committee may award an additional annual allowance in accordance with the STPCD to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility, which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or who the Pay Committee (having received advice from the Headteacher) believes has additional qualifications and/or experience to warrant such an award.

9.4 The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

10 SALARIES OF SUPPORT STAFF

- 10.1 On recruiting a member of the support staff, the job description determined for the post will be evaluated in accordance with the adopted Job Evaluation scheme. Advice will be sought from the Trust HR team on an appropriate application of the evaluation process before information is published.
- 10.2 The Pay Committee, will determine the appropriate point on the evaluated range having regard to:
- i) relevant qualifications and/or competencies, and
 - ii) the recruitment and/or retention needs of the academy in respect of the post.
- 10.3 If, at any time, the Headteacher considers that a member of the support staff is being asked to undertake increased or decreased responsibilities on a permanent basis, the job description may be revised and re-evaluated. If the evaluation provides for a higher salary, the Headteacher will inform the Pay Committee that will decide whether to pay the higher salary and from when, or whether to revise the duties and the job description so that a higher salary is not payable. Salary safeguarding within the Pay Policy's rules may be applicable. Where such a change is considered, the Headteacher will consult with the employee and the relevant union that the employee is a member of, to ensure a meaningful consultative process is followed.
- 10.4 At the time of making the annual assessment of teachers' salaries, the Headteacher may also make any recommendation to the Pay Committee in respect of the salary of any member of the support staff. In addition, where the Headteacher considers it appropriate, they may make a recommendation to the Pay Committee that a named member(s) of the support staff shall be awarded an honorarium for the excellence of their performance during the previous year. The honorarium may either be paid as a lump sum payment at the next salary payment after the Pay Committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 10.5 A member of staff should normally be in post for a minimum period of at least six months before any incremental progression is considered or awarded.
- 10.6 The Local Governing Body will determine whether incremental progression will be dependent upon performance management appraisal outcomes for all support staff in the academy. Where the principle of performance related pay progression is adopted, it will be consistently applied to all members of support staff.

- 10.7 In any year in which the Pay Committee agrees to award incremental progression to support staff, such progression within the relevant grade will normally be by one increment.
- 10.8 Any member of support staff may ask for a re-evaluation of their job description which will be assessed by the Trust HR team in the first instance. No decisions about support staff pay should be taken until the evaluation is complete and the Trust HR Manager and/or Trust Director of Finance & HR have reviewed the outcome. If an employee wishes to have the outcome of an evaluation reviewed a written request outlining the grounds for the review should be submitted to the Clerk to the Pay Review Committee in the first instance.

11 SALARY SACRIFICE SCHEME

- 11.1 The Local Governing Body will support and encourage any salary sacrifice scheme as identified in the STPCD and/or by DEMAT which is made available and from which teachers or support staff employed in the academy benefit.

12 EXPIRATION OF THE POLICY

- 12.1 This Policy expires on **31 August 2020**.
- 12.2 DEMAT will consult with staff via the trade unions recognised by the Trust when considering amendments to this policy or the creation of a new policy.

APPENDIX A

PROCEDURE FOR AN APPEAL OF A SALARY DETERMINATION BY THE REVIEW COMMITTEE OF THE PAY BODY

(This procedure complies with the guidance of the Secretary of State ('Implementing Your Academy's Approach to Pay' and applies to all teachers in post under the level of Headteacher)

1. Case for the member of staff (see submitted written submission).
2. The Chair of the Review Committee:
 - a) explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the member of staff.

If the Review Committee has asked the Headteacher (or a governor as referred to in Note 3 below) to be present at the hearing the Headteacher (or governor) may be asked questions by the members of the Review Committee.

3. Review Committee decision:
 - a) The Review Committee and the person who is advising, (other than the Headteacher or a governor) deliberate in private.
 - b) The Chair of the Review Committee will confirm the decision of the review to the member of staff in writing within five teaching days.

Notes:

1. For the purposes of the review, the Review Committee will have the following documents:
 - the written statement of reasons for the recommendation/decision previously provided to the member of staff.
 - the written statement of reasons for the application for the review from the member of staff. (The grounds for the appeal must comply with paragraph 2.3.2 of the pay policy).
 - any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.

2. For the purposes of the appeal, the Review Committee may ask the Headteacher (or in accordance with note 3 below, a governor) to be present. In that event the Headteacher (or governor) may also be asked questions by the members of the Review Committee. The Headteacher (or governor) may not be involved in the decision of the Review Committee.
3. The Review Committee may have a HR adviser present.

APPENDIX B

PROCEDURE FOR AN APPEAL AGAINST A SALARY DECISION OF THE REVIEW COMMITTEE TO THE REVIEW APPEAL COMMITTEE OF THE PAY BODY

(This procedure complies with the guidance of the Secretary of State ('Implementing your Academy's Approach to Pay' and applies to all teachers in post under the level of Headteacher.)

1. The Appeal of the member of staff.

The member of staff is entitled to be accompanied by a representative of their trade union or a workplace colleague.

The member of staff or representative:

- a) introduces the member of staff's written reasons for the appeal and the representative of the Review Committee and then members of the Review Appeal Committee may ask questions of the member of staff.
- b) may call witnesses, each of whom will have provided a written statement of the information they wish to give, and each witness may be asked questions by the representative of the Review Committee and then by the Review Appeal Committee.

2. The response of the Review Committee

The representative of the Review Committee:

- a) explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Review Committee previously provided to the member of staff, and the member of staff or representative and then members of the Review Appeal Committee may ask questions of the representative of the Review Committee.
- b) may call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the member of staff or their representative and then by the Review Appeal Committee.

3. Summing up and withdrawal
 - a) the representative of the Review Committee has the opportunity to sum up if they so wish.
 - b) the member of staff, or representative, has the opportunity to sum up their case if they so wish.
 - c) all persons other than the Review Appeal Committee and its HR adviser (see note 4 below) are then required to withdraw.
4. Review Appeal Committee decision
 1. the Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
 2. the Chair of the Review Appeal Committee will announce the decision to the member of staff, which will be confirmed in writing.

Notes:

1. For the purposes of the appeal, the Review Appeal Committee will have the following documents:
 - the written statement of reasons for the Review Committee decision previously provided to the member of staff.
 - the written statement of reasons for the appeal from the member of staff. (The grounds for the appeal must comply with paragraph 2.10.3 of the pay policy).
 - any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.
2. For the purposes of the appeal, the Review Committee representative may call the Headteacher (or in accordance with note 3 below, a governor) as a witness for the Review Committee. In that event the Headteacher (or governor) may be questioned as a witness.
3. Where the Headteacher has asked for the review the representative of the Review Committee may call the Chair of Governors and/or one of the governors referred to in paragraph 2.8.1 of the policy above as a witness.
4. The Review Appeal Committee may appoint an adviser who may not be a member of staff of the Pay Body.

APPENDIX C

ACCESS TO THE TEACHERS' UPPER PAY RANGE

Any qualified teacher who has made substantial progress towards the maximum of the Main Pay Range may apply to the Headteacher to be paid on the Upper Pay Range.

An application may only be made once in an academic year, must be made in writing and addressed to the Headteacher, and must be made by **31 October**.

The academy will not be bound by pay decisions made by other academies. In practice it is likely that the previous salary will form the basis of the salary offer for a new recruit save in exceptional circumstances or where previous skills/experience affect the salary offer for a new appointment to the academy

A successful applicant will have demonstrated

- that as a teacher they are highly competent in all elements of the relevant standards, and
- that their achievements and contributions to the academy are substantial and sustained.

For the purpose of this pay policy:

- **highly competent** means performance which is not only good but is good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the academy in order to help them meet the relevant standards and develop their teaching practice
- **substantial means** of real importance, validity and value to the academy; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning and achievement, and
- **sustained** means maintained continuously over a period of no less than 2 years.

The application shall be in the format of the annual appraisal document (including the appraisal report from the preceding year where available which demonstrates that the teacher can and has met the criteria).

All applications will be assessed robustly, transparently and equitably by the Headteacher and/or a member(s) of the Leadership Team appointed by the Headteacher to undertake this exercise and a decision will be made and communicated in writing to the applicant within 15 teaching days. The outcome of the application will also be reported to the Pay Body.

Where the application is unsuccessful, the written notification will indicate the reasons why it has been unsuccessful.

A successful applicant will progress to a point on the Upper Pay Spine (normally UPS1 in the first instance) as determined by the Headteacher where it is expected that the level of performance assessed will be at least sustained.

Further progression on the Upper Pay Spine will be dependent on additional evidence that the application has developed further and taken on further responsibilities across the academy.

APPENDIX D

RECRUITMENT AND RETENTION ALLOWANCES OR BENEFITS

Introduction

This Appendix identifies the circumstances under which the academy will consider the payment of allowances and/or reimbursement of expenditure for the purposes of recruiting and retaining teachers and other key staff.

Recruitment or Retention allowances will be considered as a method of attracting or retaining outstanding class teachers and support staff where the academy would be adversely affected by not recruiting or retaining them. Recruitment allowances are time limited and will not continue after the end date unless following a review, it is deemed appropriate to make it a retention allowance. A retention allowance should have a review date after which the allowance will cease.

DEMAT recognises that such allowances and benefits can form a useful and flexible staffing aid and can offset the considerable costs and time involved in the appointment procedures for staff as well as the disruption caused due to having higher than necessary staff turnover or vacant posts requiring cover.

Allowances

Recruitment and retention allowances may be either the reimbursement of one-off costs incurred, or a permanent value added to monthly salary payments:

- Recruitment and retention allowances paid regularly as part of salary will be pensionable payments.
- Removal benefits will be considered as recruitment allowances for the purposes of this policy.
- On expiry of a recruitment allowance it may be replaced by a retention allowance.
- Retention allowances will be reviewed annually or after such time as is initially agreed when the allowance was approved. In order to remain reactive to employment conditions there will be no blanket time limit for the operation of retention. The school will confirm at the outset, arrangements, including the expected duration of allowances. Each case will be considered on its merits.
- Receipts for payments made in reimbursement of recruitment costs incurred will be in accordance with the academy's financial practices and standards

Allowances may include (but are not limited to):

- reimbursement of removal and relocation costs and expenses
- travel allowances and supplements
- salary advances and rental deposit assistance
- enhanced salary ranges with market supplement
- funding/part-funding of training and CPD costs
- salary sacrifice and member of staff wellness programmes, and
- membership fees and subscriptions.

Process

Decisions on the use of recruitment allowances/benefits and retention allowances will be made by the Headteacher who should also confer with DEMAT's CEO and Director of Finance & HR in advance of a final decision being reached. They should also raise the issue with their Chair of Governors. In doing so they will consider the prudent use of academy funds compared to the advantages to be gained in recruitment and retention.

Where any retention allowance or benefit exceeds 20% of the value of the salary for the post a business case will be required along with consultation with the above individuals within DEMAT concerning what constitutes a reasonable and responsible offer, before one is made.

All recruitment and retention allowances will be reported to and confirmed as appropriate by the Pay Review Committee of the academy.

Prior to considering such an allowance the Headteacher will set out:

- i. The reasons why the post should attract a recruitment or retention allowance with reference to other allowances awarded and any available recruitment or retention information.
- ii. The recruitment and/or retention difficulties which have led to the allowance being proposed. This will include an assessment of the expected consequences of failing to recruit or losing a key member of staff, experience of hard-to-fill vacancies, area skill shortages etc.
- iii. The proposed start and end dates of the allowance and the reasons for them.
- iv. The amount of the allowance and its percentage of substantive salary (which will not exceed 20% without the prior agreement of DEMAT and advice from the Trust HR Manager).
- v. The structure of the allowance to be paid and the schedule of payments.

Reporting

Once approved, the decision to award a recruitment or retention allowance will be communicated to the member of staff in writing stating the start date and end date, the amount and whether it is recruitment or a retention allowance.

The decision to award a recruitment or retention allowance will be reported to the pay review committee of the Pay Body at the next appropriate meeting.

The member of staff/prospective member of staff affected will be responsible for ensuring that any personal taxation liabilities due to receiving recruitment and retention allowances are understood and met.

APPENDIX E

THE SALARY POINTS AND PROGRESSION ON THE UNQUALIFIED, MAIN UPPER AND LEADERSHIP PAY RANGES

This Appendix referred to in paragraph 3.6 of the pay policy sets out DEMATs policy regarding progression on the Main and Upper Pay scales and on the Unqualified Teachers scale.

In determining the salary ranges the Pay Body has increased all points on its Main Pay Range, and Unqualified Teacher Range by 2.75% from the previous (2018/19) levels and in line with the STPCD 2019.

DEMAT will continue to apply a pay range at point M6 split A and B values as introduced in 2016/7, and this too is subject to a 2.75% increase in value this year.

All points on the Upper Pay Range have a 2.75% pay increase as at 1 September 2019 for the year 2019/20.

All points on the Leadership Pay Range have a 2.75% pay increase as at 1 September 2019 for the year 2019/20.

THE MAIN PAY RANGE FOR 2019/20

The salary points for the Main Pay Range 2019/20 are:

M1	£24,373
M2	£26,297
M3	£28,411
M4	£30,598
M5	£33,009
M6A	£35,269
M6B	£35,617

THE UPPER PAY RANGE FOR 2019/20

U1	£37,654
U2	£39,049
U3	£40,490

THE UNQUALIFIED TEACHERS RANGE FOR 2019/20:

UQT1	£17,682
UQT2	£19,738
UQT3	£21,793
UQT4	£23,850
UQT5	£25,908
UQT6	£27,964

Teachers on the Main Upper and Unqualified teachers' pay scales will have their salary reviewed annually in accordance with paragraph 6 of the Pay Policy.

To move up the Main, Upper or Unqualified Teachers' pay scales one point at a time, teachers will need to have met/made good progress towards their objectives, have shown

they are competent in all elements of the Teachers' Standards and teaching should be at least good. DEMAT's policy is to reward teachers who meet the academy's aims. The following criteria will be taken into account in making a decision and setting objectives:

1. Impact on pupil progress and achievement.
2. Outcome of lesson observations all of which should be good or better in the academic year. (The Headteacher will have discretion where extenuating circumstances are deemed to apply to make a judgement about whether the member of staff concerned can be assessed as at least good overall.)
3. Appraisal targets and how successfully these have been met.
4. Competency in all elements of the Teachers Standards.
5. Account may also be taken where relevant of whole-academy contributions.

Where a teacher is not present for the full performance management year (for example due to maternity leave), an assessment will be made for performance related pay based on the proportion of the year they are present, extrapolated to produce an overall judgement by the Headteacher.

Taking into account all of the criteria and any external factors within the teacher's control, a best fit judgement will be made by the Headteacher as to a teachers' overall performance.

Teachers demonstrating **exceptional** performance may be awarded progression up to two points on the scale; this will be determined by progress **significantly** above expected, evidence of consistently outstanding teaching and meeting all performance management targets as well as demonstrating they are competent in all elements of the teachers' standards.

Teacher's annual appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Pay Body, having regard to the appraisal report and taking into account advice from the Headteacher.

The Pay Body will consider its overall approach in the light of the academy's budget and where possible will ensure that appropriate funding is allocated for pay progression at all levels.

TLR and SEN allowances will continue to be allocated as determined by the Pay Body from the bands set out in the STPCD. Teachers will not be expected to undertake permanent additional responsibilities without payment of a permanent TLR1 or TLR2.

Clear explanation of the criteria used for the award, level and duration of the time limited TLR 3 payment will be set out by the Headteacher when reporting this to the Local Governing Body.

The range of TLR and SEN allowances will all be increased by 2.75% for 2019/20 from their 2018/19 levels.

APPENDIX F

TEACHERS: THE APPOINTMENT OF LEADING PRACTITIONERS

The academy may decide to appoint Leading Practitioners as indicated in paragraph 4 of the Pay policy and in accordance with the provisions of paragraph 16 of the STPCD.

Specific job requirements as set out in the specific job description for each Leading Practitioner role will include:

- A leadership role in developing implementing and evaluating policies and practices in the academy which contribute to academy improvement
- The improvement of teaching and learning at the academy and/or within other DEMAT constituent academies or local partnership arrangements that have a significant impact on pupil attainment and progress
- Improving the effectiveness of staff and colleagues through coaching, mentoring and induction arrangements.

Criteria for progression on the Leading Practitioner scale will be based on evidence that the Leading Practitioner:

- Has made at least good progress towards their performance management objectives.
- Is an exemplar of teaching skills which must impact significantly on pupil progress within the academy and, as appropriate across DEMAT's constituent academies, or within the wider academy community, if relevant.
- Has made substantial impact on the effectiveness of staff colleagues including any specific elements of practice that have been highlighted as in need of improvement.
- Is highly competent in all elements of the teacher's standards.
- Has shown strong leadership in developing implementing and evaluating policies and practices in the workplace which contribute to improvement. Depending on the nature of the Leading Practitioner post to be filled, DEMAT, working with the Local Governing Body, will determine whether internal and/or external advertisement is most appropriate to secure a strong candidate.

Pay ranges for Leading Practitioner roles may be different for each post, depending on the nature and content of the role. In determining the level of salary, the Local Governing Body will work within the minimum/maximum points as set out in the STCPD 2019:

- Leading Practitioner Maximum £62,734
- Leading Practitioner Minimum £41,267

Leading Practitioners may be expected to work across more than one DEMAT constituent academy. although the requirement to do so will form a clear part of the advertising and recruitment/contractual documentation for the post.

APPENDIX G

SALARY RANGES AND ARRANGEMENTS FOR TEACHERS PAID ON THE LEADERSHIP GROUP RANGE

The Leadership range within which salaries for posts at Headteacher level and below within the leadership team for 2019 will be as follows:

Minimum £41,065

Maximum £112,391

The full leadership pay range is given on page 35.

Posts at Executive Headteacher level (responsibility across more than one DEMAT constituent academy) may exceed the maximum level of the Leadership Pay Range at the discretion of the DEMAT Executive. In this case, a business case rationale will be produced and ratified by Trustees, in advance of any appointment offer being made.

The Pay Body will apply a 2.75% increase to all points on its Leadership Group Ranges for 2019/20 and to the salary range for any Executive Headteacher where this exceeds the limit of the Leadership range.

The maximum of the Head of Academy (which may be known as 'Head of School') or Deputy or Assistant Headteacher range(s) will not exceed the maximum of the Headteacher Group in accordance with the STPCD 2019.

The pay range for a Head of Academy, Deputy or Assistant Headteacher should only overlap the Executive Headteacher or Headteacher pay range in exceptional circumstances.

Changes to the determination of leadership group pay under the STPCD will only be applied to individuals appointed to a leadership post after 1 September 2019, or whose responsibilities have significantly changed after that date.

The previous arrangements of a 7-point ISR for the Headteacher and 5-point ranges for Deputy and Assistant Headteachers are no longer requirements of the STPCD and if, on the advice of the DEMAT Executive, the Pay Body considers it necessary, this previous practice will be changed to meet the academy circumstances. There is no requirement, other than the HTR must be within the minimum and maximum of the appropriate Head Teacher Group for that unit total of the academy.

DEMAT will advise the Pay Body of the academy on the pay range (values, ranges, and number of incremental points) for any Leadership post being established or filled and this will be consistent with recruitment and retention considerations.

The Pay Body under the advice and with the agreement of the DEMAT Executive may choose to review the pay of all of its leadership posts if they determine that this is required, to maintain consistency, either with pay arrangements for new appointments to the leadership group made on or after 1 September 2019, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly changed on or after that date.

Should the Pay Body need to appoint a new member of the Leadership Group, or amend the salary where a Leadership post has significantly changed since 1st September 2019, then they will re-determine the salary on the advice of DEMAT using the following criteria:

- a. Within which Headteacher Group in the STPCD the Executive/Headteacher range will be set.
- b. How many consecutive points will be in the Executive/Headteacher range.
- c. How many consecutive points will be in the Head of Academy/ Deputy/Assistant Head ranges and whether this will be the same for all Head of Academy/ Deputy/Assistant Head ranges.
- d. If there are exceptional circumstances so that the Head of Academy/Deputy/Assistant Head ranges should overlap the HTG.
- e. What parameters apply in the determination of the point on which a newly appointed member of the Leadership group will be paid.
- f. Under what circumstances, if any, will the Pay Body (having taken guidance from the CEO and an external independent advisor where appropriate) consider paying the Headteacher additional payments or a salary of up to 25% above the maximum of the HTG. Any such case must be supported by a business case.
- g. The extent and value to which the salary for the appointment of an Executive Headteacher of more than one DEMAT constituent academies, may need to exceed the maximum of the Leadership scale consistent with appointing and retaining a high-quality candidate/member of staff.

In all cases the decision to award annual pay progression must be related to the individual performance assessment. A recommendation on pay will be made in writing as part of the individual appraisal report.

Two points of annual salary progression is to be the normal maximum for any Leadership post following a successful performance review.

One point of progression will be the expected norm for good and sustained performance.

LEADERSHIP PAY RANGE FOR 2019/2020

Points	Salary values	Salary values for top of group size range
L1	£41,065	
L2	£42,093	
L3	£43,144	
L4	£44,218	
L5	£45,319	
L6	£46,457	
L7	£47,707	
L8	£48,808	
L9	£50,026	
L10	£51,311	
L11	£52,643	
L12	£53,856	
L13	£55,202	
L14	£56,579	
L15	£57,988	
L16	£59,528	
L17	£60,896	
L18	£62,426	£61,808
L19	£63,975	
L20	£65,562	
L21	£67,183	£66,517
L22	£68,852	
L23	£70,556	
L24	£72,306	£71,590
L25	£74,103	
L26	£75,936	
L27	£77,818	£77,048
L28	£79,748	
L29	£81,723	
L30	£83,757	
L31	£85,826	£84,976
L32	£87,960	
L33	£90,145	
L34	£92,373	
L35	£94,669	£93,732
L36	£97,013	
L37	£99,426	
L38	£101,885	
L39	£104,368	£103,334
L40	£106,972	
L41	£109,644	
L42	£112,392	
L43		£114,060

APPENDIX H

PROCEDURE FOR A REVIEW OF A SALARY DETERMINATION FOR AN EXECUTIVE HEADTEACHER OR HEADTEACHER BY DEMAT

This procedure applies to all Executive Headteachers and Headteachers only.

If, following a HTPM an individual is not satisfied with the decision regarding their pay, based on performance of the previous year, they are required to submit a written submission to the CEO (Reviewer) in the first instance. There will follow an opportunity to discuss the process and pay recommendation, between both parties.

If the Executive Headteacher/Headteacher remains unsatisfied at the pay decision, they should submit in writing their grounds to appeal the outcome to the Trust HR Manager who will arrange for it to be considered by the Trust Review Appeal Committee.

The appeal will be heard by the Trust Review Appeal Committee, consisting of three members of the DEMAT Executive. This is likely to consist of the CEO and Directors, as appropriate.

DEMAT retains the right to use other senior Employees and/or Trustees to hear the appeal, depending on the circumstances and to ensure the process is fair and unbiased.

The Appeal Hearing will follow the below format (unless agreed otherwise in advance)

The Appeal of the member of staff.

The member of staff is entitled to be accompanied by a representative of their trade union or a workplace colleague.

The member of staff or representative:

- introduces the member of staff's written reasons for the appeal. The Trust Reviewer and then members of the Review Appeal Committee may ask questions of the member of staff.
- may call witnesses, each of whom will have provided a written statement of the information they wish to give, and each witness may be asked questions by the Reviewer and the Review Appeal Committee.

The response of the Reviewer.

The Reviewer:

- explains the process and evidence used to support the decision being appealed with reference to the written statement of reasons previously provided to the member of staff.
The member of staff or representative and then members of the Review Appeal Committee may ask questions of the Reviewer.

- may call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the member of staff or their representative and then the Review Appeal Committee.
3. Summing up and withdrawal:
- the Reviewer has the opportunity to sum up if they wish.
 - the member of staff, or representative, has the opportunity to sum up their case if they wish.
 - all persons other than the Review Appeal Committee and its adviser are then required to withdraw.
4. Review Appeal Committee decision
- the Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
 - the Chair of the Review Appeal Committee will announce the decision to the member of staff, which will be confirmed in writing.
 - The decision of the Review Appeal Committee will be final.

Notes:

For the purposes of the appeal, the Review Appeal Committee will have the following documents:

- the written statement of reasons for the Review Committee decision previously provided to the member of staff.
- the written statement of reasons for the appeal from the member of staff.
- any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.

For the purposes of the appeal, the Review Committee representative may call the Appraiser (if different from the Reviewer), Governor or other relevant individual as a witness for the Review Appeal Committee.

The Review Appeal Committee may appoint a HR adviser.