

DEMAT Pay Policy 2017-2018

applicable to all employees working in DEMAT constituent academy schools

In the development of this policy consideration has been given to Equality and Diversity and Data Protection.

Equality and Diversity

DEMAT is committed to promoting equality of opportunity for all staff and job applicants. 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. We do not discriminate against staff based on age; race; sex; disability; sexual orientation; gender reassignment; marriage and civil partnership; pregnancy and maternity; religion, faith or belief. (Equality Act 2010 protected characteristics). The principles of non-discrimination and equality of opportunity also apply to the way in which staff and Governors treat visitors, volunteers, contractors and former staff members.

Data Protection

DEMAT will process personal data of staff (which may be held on paper, electronically, or otherwise). DEMAT recognises the need to treat it in an appropriate and lawful manner, in accordance with the Data Protection Act 1998 (DPA) (due to change to GDPR in May 2018).

	Version	Date
Date of EPM Model Policy used as a baseline by DEMAT	1	October 2016
Date approved by the DEMAT Personnel Committee	2	10/11/2017
Date consulted with the unions if applicable	2	30/11/2017
Effective date as determined by DEMAT	2	October 2017
Policy to be reviewed annually from date last approved by DEMAT Personnel Committee and / or in line with the issuing of an updated School Teachers Pay and Conditions Document		September 2018

For all questions in relation to this policy please contact the DEMAT HR Manager on 01353 656760

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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’ 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
- ‘staff’ means any person employed by DEMAT to work at the academy
- ‘STPC Document’ (STPCD) means the *School Teachers’ Pay and Conditions Document 2017*
- ‘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 Appendix Two to 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 DEMAT before coming into effect. DEMAT approved this Pay Policy at its meeting on **10 November 2016**. It has effect as respects pay decisions for the period **1 September 2017 to 31 August 2018** and, where those decisions relate to prior performance, they relate to performance during the period **1 September 2016 to 31 August 2017**.
- 1.2. The minimum and maximum of the pay ranges and allowances for the **1 September 2017** pay award are set out in the STPCD 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 as soon as possible.
 - 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.
- where a pay determination leads, or may lead, to the start of a period of 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
 - 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
 - provide appropriate training and support for those staff who are responsible for implementing and administering this Pay Policy.
- 1.4. This policy statement will be available to all staff employed by DEMAT to work at the 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.

2.2. 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 paragraph 5.1 of Appendix Two to 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)) 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 Appendices A and B.
- 2.3.6. 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 or the CEO.
- 2.3.7. 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.

2.4. Pay Review Committee

- 2.4.1. In accordance with paragraph 5.1 of Appendix Two to 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)) and that committee must be called the 'Pay Review Committee'.

- 2.4.2. The Pay Review Committee will comprise three 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.
 - 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 or the CEO.
- 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. In doing so, 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 or by the CEO.

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 recognised trade unions 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 and that published staffing structure will show the values of any range applicable to individual posts.

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 the member of staff does not agree with the recommendation to be made, they may provide 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 disagree with 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 make written representations 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 a review of that decision.
- 2.10.6. The procedure to be followed for the Pay Committee 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 require a review of a salary decision, that would be undertaken by the Pay Review Committee.
- 2.11.2. The procedure for pay 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 CEO's 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 CEO's 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 a review of 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 is reasonable after decisions are made, or after reviews there these take place, the Headteacher will provide each member of staff, except themselves, with a statement showing the salary determinations.

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 selection panel regards a teacher as having relevant teaching experience, or non-teaching experience that is directly relevant to the post being offered, it will determine an appropriate salary to offer that is within the advertised range.

3.1.3. 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.

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

3.2. 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, 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 offer recruitment incentives to a specified value, but a selection panel may not award any such allowance without the Pay Committee's prior approval.
- 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 and the Pay Committee respectively will apply the criteria specified in the STPCD for such payments.

3.5. Leading Practitioner payments

- 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 during the previous year across all aspects of the teacher's professional duties, 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 or not 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, 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 Headteacher's or Assistant Headteacher's salary.
 - 5.1.2. At the time of appointing a new Deputy Headteacher or Assistant Headteacher, the selection panel will determine the salary point on the pay range. The selection panel will have regard to advice available from the CEO.
- 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 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, DEMAT requires the CEO to consider the outcome of the Executive Headteacher's performance during the previous year and to consider, where that performance warrants it, making recommendations to DEMAT as to salary.
 - 5.3.2. No recommendation or decision as respects a performance-related change in salary shall be informed by any salary 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 DEMAT 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 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, the Pay Committee will re-calculate annually the unit total of the academy.
 - 7.1.2. The Pay Committee will assign the academy to the appropriate Headteacher Group (HTG) whenever a new Headteacher is to be appointed and on such other occasions as the Pay Committee sees fit. The Headteacher may, at any time, make representations to the Review Committee to consider assigning the academy to a new HTG.
 - 7.1.3. If the Pay Committee changes the group of the academy having re-calculated the unit total, it will recommend to the CEO a HTPR that will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG and that 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 the CEO.
 - 7.1.4. At the appointment of a new Headteacher, the 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 the Pay Committee agrees to the Headteacher also being made the Headteacher of another academy on a permanent basis, the Executive Headteacher's salary will be determined in accordance with the STPCD.
 - 7.1.6. Where such a decision is made, the Pay Committee 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 DEMAT about the salary of the Headteacher.
 - 7.2.2 The CEO's 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 to DEMAT for progression within the HTPR will identify the recommended number of points of progression recommended. 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 Secretary to the Board of Trustees.
 - 7.2.4. The recommendations for the Headteacher's salary will be made in a written statement to DEMAT to the first meeting of DEMAT after the 30 September deadline for conclusion of assessment of the Headteacher's performance, or at an earlier meeting if the appraisal information is available in time and if DEMAT so decides.
 - 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. This may be a request for additional information/evidence, rather than a final decision.
 - 7.2.7. Awards will be backdated to 1 September.
 - 7.2.8. If the Headteacher wishes to seek a review of the decision, they may do so in accordance with the procedure set out in paragraph 2.4 of this policy, where references there to the Local Governing Body's Pay Review Committee shall be taken to refer to the equivalent DEMAT body at the time. The appeal hearing will be undertaken by a panel of Board members who are not members of the committee that made the determination.
- 7.3 Determination of Temporary Payments to Headteachers
- 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 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 or assistant headteacher or a TLR post holder but has not been appointed to 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 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 academy's human resources provider on an appropriate application of the evaluation process.
- 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.

- 10.4 The Headteacher must also make recommendation to the Pay Committee in respect of the salary of each member of the support staff in line with their increment date.
- 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 and they may have any decision reviewed by submitting to the Clerk to the Pay Review Committee a written statement.

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 2018**.
- 12.2 DEMAT will consult with staff via the recognised trade unions when considering amendments to this policy or the creation of a new policy.

APPENDIX A

PROCEDURE FOR A REVIEW 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')

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 review 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 review, 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. Where the Headteacher has asked for the review the Review Committee may ask the Chair of the Pay Body or a representative of the governors referred to in 2.8.1 above to be present.
4. The Review Committee may have an adviser present.
5. The review is not an appeal against the recommendation/decision.

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'))

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 adviser (see note 4 below) are then required to withdraw.
4. Review Appeal Committee decision
 - a) 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.
 - b) 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 2.3.2 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 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 (and previous appraisal reports which demonstrate that the teacher can and has met the criteria) with supplementary evidence presented as attachment(s) to be considered which reflects the applicant's achievements.

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 areas where the judgement is that the teacher's application does not satisfy the assessment criteria.

A successful applicant will progress to a point on the Upper Pay Spine 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

TEACHERS: 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 teachers and support staff where the academy would be adversely affected by not recruiting or retaining them.

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 allowances and 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
- disturbance allowance
- 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. 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 then there will be consultation with DEMAT's HR Provider and DEMAT itself concerning what constitutes a reasonable and responsible offer.

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

Prior to consultation 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 DEMAT's HR providers).
- v. The structure of the allowance to be paid and the schedule of payments.

Reporting

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.

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APPENDIX E

THE SALARY POINTS AND PROGRESSION ON THE MAIN, UPPER AND UNQUALIFIED TEACHER 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, Upper Pay Range and Unqualified Teacher range by 1% from the previous (2016/17) levels and in line with the Pay Review Body Recommendations made in summer 2017.

M1 through to M6 to have a 2% pay rise as at 1 September 2017 for the year 2017/18

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 1% increase in value this year.

THE MAIN PAY RANGE FOR 2017/18

The salary points for the Main Pay Range 2017/18 as recognised by the unions are set out below.

M1 £22,917

M2 £24,728

M3 £26,716

M4 £28,772

M5 £31,039

M6 £33,492

THE UPPER PAY RANGE FOR 2017/18

U1 £35,927

U2 £37,258

U3 £38,633

THE UNQUALIFIED TEACHERS RANGE FOR 2017/18:

UQT1 £16,626

UQT2 £18,560

UQT3 £20,492

UQT4 £22,427

UQT5 £24,362

UQT6 £26,295

LEADERSHIP PAY RANGE FOR 2017/2018

Values	Values for Leadership on Top of Group
LO1 £39,374	
LO2 £40,360	
LO3 £41,368	
LO4 £42,399	
LO5 £43,454	
LO6 £44,544	
LO7 £45,743	
LO8 £46,799	
LO9 £47,967	
L10 £49,199	
L11 £50,476	
L12 £51,640	
L13 £52,930	
L14 £54,250	
L15 £55,601	

L16	£57,078	
L17	£58,390	
L18	£59,857	£59,264
L19	£61,342	
L20	£62,864	
L21	£64,417	£63,779
L22	£66,018	
L23	£67,653	
L24	£69,330	£68,643
L25	£71,053	
L26	£72,810	
L27	£74,615	£73,876
L28	£76,466	
L29	£78,359	
L30	£80,310	
L31	£82,293	£81,478
L31	£84,340	
L33	£86,435	
L34	£88,572	
L35	£90,773	£89,874

L36	£93,020	
L37	£95,334	
L38	£97,692	
L39	£100,072	£99,081
L40	£102,570	
L41	£105,133	
L42	£107,766	
L43		£109,366

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 teachers' pay scales one point at a time teachers will need to have 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.

The academy's policy is to reward teachers who meet the academy's aims. The following criteria will be taken into account in making a judgment:

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 special extenuating circumstances are judged to apply to make a judgment 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 maternity leave) then 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 teachers control, a best fit judgement will be made by the Headteacher as to a teacher's 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 1% for 2017/18 from their 2016/17 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 STPC Document.

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 2017;-

- Leading Practitioner Maximum £59,857
- Leading Practitioner Minimum £39,374

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 2017 will be as follows:

Minimum £39,374

Maximum £109,366

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 DEMAT or of the CEO where DEMAT has delegated that decision-making responsibility.

The Pay Body will apply a 1% increase to all points on its Leadership Group Ranges for 2016/17 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 2017.

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 2017, 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 heads are no longer requirements of the STPCD and if, on the advice of the CEO or their representative, 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.

The CEO 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 CEO 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 2016, 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 2017, then they will re-determine the salary on the advice of the CEO 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 Headteacher Group
- 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) consider paying the Headteacher additional payments or a salary of up to 25% above the maximum of the HTG
- g. The extent and value to which the salary for the appointment of an Executive Headteacher of more than DEMAT constituent 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.