



BATH & WELLS
Multi Academy Trust

'That they may have life, life in all its fullness' John 10:10

**Bath and Wells Multi Academy Trust
Pay and Reward Policy**

Contents

1. General Principles
 2. Framework for Pay Decisions
 3. Pay and Reward for Classroom Teachers
 4. Pay and Reward for Support Staff
 5. Pay and Reward for Leadership Group
 6. Pay and Reward Issues for All Staff
- Appendix 1: Procedures for Reaching Pay Decisions
Appendix 2: Procedures for Considering Pay Appeals
Appendix 3: The School's Application of the National Criteria for Teachers' Incremental Progression
Appendix 4: The School's Staffing Structure
Appendix 5: Three stage process for setting Headteachers Pay
Appendix 6: Three stage process for setting Deputy and Assistant Headteacher pay
Appendix 7: Support Staff Pay Scales April 2016

Document Owner:	HR Manager
Version:	V4
Date of last review:	September 2016
Date next review due:	September 2017

The Bath and Wells Diocesan Academies Trust operating as Bath & Wells Multi Academy Trust

The Old Deanery, Wells, Somerset BA5 2UG Tel: 01749 372700

www.bathwellsmat.org

A company limited by guarantee. Registered in England No. 8207095. VAT Reg. 170835015. Registered Office as above.

1. General Principles

1.1 Principles

- 1.1.1 The Bath & Wells Multi Academy Trust (hereafter referred to as MAT) recognises the need to manage pay fairly and in a way that motivates all staff to make a positive contribution to the organisation. All staff should be appropriately rewarded and valued for their work.
- 1.1.2 Central to the vision for the MAT is the highest expectations of both students and staff. The ability of staff to deliver an excellent teaching and learning experience for young people combined with a commitment to pastoral care and the treatment of students as individuals provides the underpinning rationale to the pay and reward policy.
- 1.1.3 The MAT Directors [the Governing Body] and Local Governing Boards within each school will be guided by the priorities and targets identified within the School Development Plan in decisions regarding pay and reward and making use of the pay flexibility at its disposal.
- 1.1.4 The MAT will aspire to:
- Reward all staff appropriately recognising their contribution as individuals and as valued members of the organisation
 - Use the discretions and flexibility available within the various terms and conditions to recruit and retain the highest quality staff according to the needs of the organisation
 - Ensure that appropriate funding is allocated for performance pay progression for all groups of staff
 - Ensure all staff are treated fairly and equitably under this policy
 - Communicate this policy and related procedures to all staff ensuring that any appeal or other concerns are managed promptly, fairly and objectively
 - Ensure compliance with the seven principles of public life set down by the Nolan Committee and to maintain objectivity, transparency and accountability
- 1.1.5 The MAT and each school's Local Governing Boards will take into due account the need to consider the appropriate pay relativities and differentials when conducting pay reviews.
- 1.1.6 All pay and reward decisions should fairly reflect staff responsibilities and contributions throughout the organisation.
- 1.1.7 The MAT wishes to ensure that both promotion and development opportunities are widely available to all employees. The MAT, Local Governing Boards or school leadership will not promote staff through the

Pay and Reward Policy

grading system nor use other pay mechanisms to assist in securing an employee's improved pension entitlement on retirement.

1.1.8 The Headteacher of each school will ensure that each member of staff has an up-to-date job description that accurately reflects the accountabilities of the post. All job descriptions will be reviewed annually as part of the school's appraisal process.

1.1.9 The MAT will make use of allowances and additional payments permitted by the appropriate terms and conditions to reward all staff who undertake additional responsibilities satisfactorily. This should be done through agreed personal and development plans and approved as outlined in the pay decisions table

1.2 Reference Documents

1.2.1 In the operation of this policy the MAT will take such action to ensure compliance with all relevant employment legislation, statutory regulations and guidance documents and in particular the following:

- The Equality Act 2010
- The Employment Rights Act 1996, The Employment Relations Act 1999 and The Employment Act 2002,
- The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000, The Employment Act 2002 (Dispute Resolution) Regulations,
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002,

1.3 National and Local Agreements

1.3.1 As an Academy Trust the MAT will pay due regard to, but is not bound by, relevant national and local agreements with particular reference to:

- School Teachers' Pay and Conditions Document, including due regard to relevant guidance documents and accompanying circulars
- Conditions of Employment for School Teachers in England and Wales (the Burgundy Book)
- NJC of Local Authorities Services (the Green Book)

1.4 Review

1.4.1 The MAT will monitor the implementation and application of this policy and review it annually in consultation with Trade Unions.

1.4.2 Staff will be informed of any changes made to this policy at the earliest practicable opportunity. The MAT may review the school's staffing structures at any time according to the needs of the school. The Headteacher will lead

Pay and Reward Policy

on this process and will ensure there is full and proper consultation with all staff involved and Trade Unions.

1.4.3 The MAT appreciates that changes to staff structures can be unsettling for staff causing concern and stress. Therefore the Headteacher must ensure that the process is conducted sensitively and fairly and ensure effective communication and appropriate treatment of staff is maintained throughout, with proper consideration for the work-life balance of all involved.

1.4.4 Upon completion of a review of the school staffing structure, the new structure will be approved by the MAT and attached as appendix to this policy (see appendix 4).

2. Framework for Pay Decisions

2.1 Delegation

2.1.1 The Board of Directors as the Governing Body is ultimately responsible for all pay decisions affecting staff within all MAT schools.

2.1.2 The MAT Directors delegate pay decisions to the Local Governing Board of each school, although Local Governing Boards are however required to seek ratification from the MAT Directors via its HR and Remuneration Committee on decision relating to the ISR of any member of staff on the leadership pay spine and on any pay decision in relation to the Headteacher.

2.1.3 The authority to make pay decisions are outlined in the table below

Type of Pay Decision	Decision to be recommended by	Decision to be ratified by	Appeal
ISR range of all Leadership roles	School's Local Governing Board	MAT HR and Remuneration committee	Not applicable
Head teacher's incremental progression	School's Local Governing Board	MAT HR and Remuneration committee	Panel of three MAT Directors not previously involved
Additional payments to Head teacher	School's Local Governing Board	MAT HR and Remuneration committee	Not applicable
Leadership incremental progression (except Head teacher)	Head Teacher	School's Local Governing Board	Three governors not previously involved
Allocation of allowance within the pay policy	Head Teacher	School's Local Governing Board	Not applicable

Pay and Reward Policy

(except Headteacher) *			
Teachers' incremental progression including movement between pay bands	Head Teacher	School's Local Governing Board	Three governors not previously involved
Setting of support staff pay scales	Head Teacher	School's Local Governing Board	Not applicable
Withholding any incremental pay progression for teaching and support staff	Head Teacher	School's Local Governing Board	Three governors not previously involved
Accelerated pay progression for teachers and support staff (2 increments)	Head Teacher	School's Local Governing Board	Not applicable

*To include permanent TLRs, recruitment and retention allowances, SEN points

Where felt appropriate or there is a cause for concern, MAT Directors reserve the right to intervene with decisions and processes at all levels outlined in the above table, and may put alternative arrangements in place where felt necessary.

2.2 Terms of Reference for the Headteacher in regards to pay decisions:

- To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To undertake an annual pay review for all staff and make proposals to the School's Local Governing Board through the application of the criteria set out in this policy, following full consideration of any recommendation made by a performance management reviewer where appropriate.
- To ensure that reasons and evidence for pay decision is documented.
- To ensure that where the recommendation to the Local Governing Board is that pay progression should not be awarded that the staff member is aware of what is being recommended.
- To ensure all members of staff are informed of the outcome of the annual pay review in writing within ten working days of the decision being made.
- To observe all statutory and contractual obligations.
- To recommend to the MAT changes to the policy and to inform staff when the policy has been amended.

Pay and Reward Policy

- To maintain an accurate written record of all meetings and, having due regard to confidentiality, to report its decisions to the MAT.
- To recommend to the MAT the annual budget for pay and to ensure that sources of external funding for pay are accessed to maximum effect.

2.3 Annual Pay Review:

2.3.1 An annual review of pay shall be conducted for all staff by the Leadership of each school in accordance with this policy, which will be linked to the annual appraisal of performance and will comply with equal opportunities, employment legislation and any instructions or guidance from relevant bodies such as the DfE. Each member of staff's appraisal report will contain a recommendation on pay.

2.3.2 All decisions made will take due account of any review of staff, the role they undertake, their skills, abilities, performance and any other factors deemed to be relevant, including any recommendation made by a performance management reviewer.

2.3.3 All decisions regarding pay progression for teachers, including the leadership group should be made without undue delay with effect from 1 September and prior to 31 October in each pay review period with the exception of the Headteacher's pay progression where it should be made prior to 31 December if the input of an external advisor is awaited. However it is good practice for the Headteachers pay progression to be confirmed prior to other school staff.

2.3.4 Decisions relating to staff eligible for salary progression will be made in accordance with the timescales set down in the Appraisal Procedure.

2.3.5 It is the school's responsibility to ensure that all qualified teachers are given a formal statement each year stating their salary and how it has been arrived at. All other staff should be given relevant and updated information, in writing regarding their salaries.

2.3.6 Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information on the basis on which it was made.

2.3.7 Further information/details regarding an individual's own pay can be obtained by a written request to the Headteacher.

2.4 Notification to Staff

Pay and Reward Policy

- 2.4.1 The Headteacher will write staff to inform them of any pay progression decisions.
 - 2.4.2 The Local Governing Board's Chair will ensure HR are aware of the decisions of the Pay Committee which have been ratified by the MAT's Remuneration Committee.
 - 2.4.3 The Headteacher will be responsible for notifying the MAT's Payroll Provider concerning decisions regarding pay progression for staff members.
- 2.5 Appeals
- 2.5.1 A member of staff may seek a review of any determination in relation to his/her pay progression taken by the MAT (or a committee or individual acting with delegated authority). The arrangements and process for this are set out in Appendix 2.

3. Pay and Reward for Classroom Teachers

3.1 Unqualified Classroom Teachers

- 3.1.1 The MAT may employ unqualified teachers to teaching vacancies within schools only where it is not possible to appoint a qualified teacher to a post. They will be paid on the unqualified teachers' pay spine in accordance with the current STPC document, taking into due account relevant experience and qualifications. The MAT has determined that this should be a 6 point scale as follows:

Point 1	£16,461
Point 2	£18,376
Point 3	£20,289
Point 4	£22,204
Point 5	£24,120
Point 6	£26,034

- 3.1.2 The MAT, will, when determining on which point to place unqualified teachers on the unqualified teachers' pay scale when they are appointed, take account of their responsibilities and any relevant qualifications and experience. Progression within the range will be subject to a review of the teacher's performance set against the annual appraisal review.
- 3.1.3 The MAT will pay an additional allowance to an unqualified teacher when it is deemed by the Headteacher that the salary available on the Unqualified Teachers' scale is not adequate having regard to his/her responsibilities,

Pay and Reward Policy

qualifications and experience. The school's Local Governing Board are responsible for approving additional payments via a recommendation from the Headteacher.

3.1.4 Where an unqualified teacher obtains qualified teacher status whilst employed by the MAT, they will transfer to the relevant pay band for qualified teachers at a salary at least equivalent to the salary they were being paid as an unqualified teacher.

3.2 Qualified Classroom Teachers

3.2.1 The MAT will make pay awards in line with this policy and having taken due consideration of the provisions of the School Teachers' Pay and Conditions Document and any supplementary guidance issued by the DfE where applicable to Academies.

3.2.2 The MAT has established a pay structure for these posts as follows:

Band 1 - Teacher

Point 1 £22,467

Point 2 £24,243

Point 3 £26,192

Band 2 - Accomplished Teacher

Point 4 £28,207

Point 5 £30,430

Point 6 £33,160

Band 3 - Expert Teacher

Point 7 £35,571 (UPS 1)

Point 8 £36,889 (UPS 2)

Point 9 £38,250 (UPS 3)

3.2.3 The MAT will refer to the Teachers Standards and the appropriate expectations for that band, which are detailed in the MAT's Appraisal Procedure. The pay review will normally be completed by 31 October each year.

3.3 Appointments

3.3.1 Individual schools Local Governing Boards are responsible for determining salaries paid to newly appointed teachers. In respect of a teacher appointed to an equivalent post directly from a post in another school, the MAT encourages the nearest equivalent salary to be applied to that paid to the teacher in the previous school. A teacher transferring roles internally within the MAT to another teaching role will continue to be paid the same salary scale point as paid in the previous teaching role, unless the role is part of a promotion e.g. to the leadership scale.

3.3.2 The starting salary will be stated at the point that a formal offer of employment is made.

3.4 Recruitment and Retention Incentives and Benefits for Non Leadership Roles

3.4.1 The MAT may make an appropriate payment to a teacher as considered necessary as an incentive for the recruitment or retention of a teacher. The MAT will set out the reasons and criteria for any such awards, but it may include:

- requirement to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
- requirement to retain the skills and expertise of a teacher, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill.
- recognising a teacher's performance which exceeds the school's expectations and which is not recognised through accelerated salary progression in other sections in this policy.

3.4.2 An incentive allowance made for the recruitment or retention of a teacher will be made for fixed period that will not normally exceed 3 years but may be extended in exceptional circumstances if appropriate.

3.4.3 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the school structure and known staffing changes in the future and would be within the range of £505 - £3,030

3.4.4 Allocation of allowances are to be approved by the School's Local Governing Board.

3.4.5 The MAT will review the level of payment of such awards on an annual basis.

3.5 Special Needs Allowances

Pay and Reward Policy

3.5.1 The Headteacher will make appropriate payment of special needs allowances, which will be awarded according to the criteria and range specified in the STPC Document. The Local Governing Board will determine a spot value for each post, taking account of the structure for SEN provision in the school and:

- whether any mandatory qualifications are required for the post;
- the qualifications and expertise of the teacher relevant to the post; **and**
- the relative demands of the post.

3.6 Teaching and Learning Responsibility Payments

3.6.1 Teaching and Learning Responsibility Payments (TLRs) will be awarded to posts in the attached school staffing structure taking due account of terms specified in the STPCD. Discretion will be used in the level of line management responsibility required for the award of TLR1s.

3.6.2 The number and nature of TLRs will be determined by consideration of the school's improvement plan and associated priorities whilst ensuring the school keeps within its agreed budget. The values of each level of TLR are set out below:

TLR 2 minimum	£2,639
TLR 2 maximum	£6,449
TLR 1 minimum	£7,621
TLR 1 maximum	£12,897

3.6.3 The MAT will use discretion to determine the level of award between these limits giving consideration to consistency, equal opportunities and fairness.

3.6.4 In most case a TLR1 or a TLR2 will be awarded to staff on a permanent basis. A TLR1 or TLR2 should only be awarded on a temporary basis where cover is being provided, such as cover for maternity or sick leave or for vacancies pending permanent appointment, the MAT will ensure the length of the period is clearly set out in a revised pay statement.

3.6.5 The Local Governing Board may award a temporary TLR (TLR3) payment of between £521 to £2,561 to a post requiring additional duties for a time limited period for a specific project identified as a priority within the school development plan or other substantial school improvement projects or one-off externally driven responsibilities. The value of any temporary TLR3 will be

Pay and Reward Policy

determined within the above range on an individual basis according to complexity and level of responsibility of the role. When considering the need for a TLR3 payment the school should demonstrate transparency in considering the need for this role in the staffing structure as well as giving consideration to whether it is the best allocation of resources. Any opportunity for time limited or project work that would attract a TLR3 should be offered openly for all teachers (except those on the leadership scale) to apply for.

3.6.6 The duration of such temporary TLR3 payments would normally be for no more than two years but should not normally exceed three years. At the end of the specified arrangement the TLR payment should be reviewed and may be extended if appropriate. There will be no safeguarding of any temporary TLR3 payments.

3.6.7 A teacher cannot not hold a TLR1 and TLR2 concurrently; however a teacher may be awarded a TLR3 in concurrently to a TLR1 or TLR2.

3.7 Additional Payments

3.7.1 The MAT may, where appropriate, make appropriate additional payments to teachers (including the Headteacher) who undertake voluntary continuing professional development outside the school day. Payments to be made for voluntary continuing professional development should be agreed in advance.

3.7.2 Teachers (including those paid within the leadership group) who agree to provide learning activities or undertake additional responsibilities or undertake CPD outside of the normal school hours and whose salary range and job description does not take account of such activity may receive an appropriate payment. Payments are to be agreed in advance of the individual undertaking the additional work. The rate of payment will be calculated by the sum of the teacher's annual salary divided by 52.143, divided by 32.5.

3.7.3 Payments to part-time teachers undertaking additional work above their contracted hours, will be made through the existing mechanisms of supply/additional hours payments up to full-time, supply work and additional part-time teacher's hours will be calculated at by the sum of the teacher's annual salary divided by 1265.

3.7.4 Agreement to participate in out of school hours learning activities will be documented to set out the work expected and an agreement on of payment.

3.7.5 Teachers who cover all of the duties associated with a post of a higher grade or allowance than their own for a period of at least 6 weeks will be considered for payment of an acting allowance. This will normally be the difference between the teacher's substantive salary and the appropriate point on the pay range of the higher level post.

Pay and Reward Policy

3.8 Pay Progression within Bands

- 3.8.1 Due to importance attached by the MAT to the quality of teaching and learning, teachers' pay progression will be subject to the individual sustaining performance appropriate for the band level, and meeting the relevant teacher standards for their particular career stage.
- 3.8.2 Progression within a pay band will be subject to a review of the teacher's performance set against the annual appraisal review and the Teacher Standards. The MAT has determined that normally progression within a band will be by annual increments where there has been sustained high quality performance in line with school expectations.
- 3.8.3 However, where a teacher's performance has been of a sustained exceptional high quality, exceeding school expectations at that level, the school may award up to two increments. Progression to the next band will be subject to the criteria for the higher band being met as set out in this policy. Where it is proposed that accelerated progression should be applied to a teacher the case (including evidence for this) should be provided by the Headteacher to the School's Local Governing Board for approval.
- 3.8.4 For teachers on the Expert Teacher band 3 (UPS) pay spine, progression will normally be considered after 2 years of sustained high quality performance at Expert Teacher level or earlier in exceptional circumstances where performance has exceeded school expectations.
- 3.8.5 Where a teacher's performance does not demonstrate a reasonable level and is below the school's expectations at that level of post, the Headteacher may determine that no incremental progression will be awarded in that year. Any decision to withhold incremental progression will be made in accordance with the MAT's Appraisal Procedure, and while consideration will be given to the MAT's Capability Procedure this is not a requirement in making the decision to withhold incremental progression.

3.9 Pay Progression between Bands

- 3.9.1 The MAT has determined that, other than in exceptional circumstances, a teacher would not normally move to Band 2 (Accomplished Teacher) unless they are able to demonstrate a minimum of 2 year's teaching experience. Teachers moving to this level must demonstrate a sustained level of performance at a high level and be working at that level immediately prior to moving to Accomplished Teacher.
- 3.9.2 A teacher would not normally move to Band 3 (Expert teacher) unless they are able to demonstrate at least 3 years' teaching experience. Teachers

Pay and Reward Policy

moving to this level must demonstrate a sustained level of performance at a high level and be working at that level immediately prior to moving to Expert Teacher.

3.9.3 Progression between bands will be based on the teacher demonstrating through the performance appraisal process that they meet the teacher standards for their career stage.

3.10 Pay Progression to Expert Teacher Pay Band (Band 3)

3.10.1 The MAT will accept the Headteacher's assessment of eligible teachers against the national standards to enable individuals to move to the next band. A teacher must submit their application to the Headteacher by the end of the Summer Term for progression at the start of the Autumn Term. Any qualified teacher may apply to be paid on the Expert Teacher pay band; it is the responsibility of the teacher to decide whether or not they wish to apply. The Local Governing Board will ensure that all eligible teachers who wish to apply are considered for incremental progression on the Expert Teacher pay band.

3.10.2 The Local Governing Board will ensure that decisions to promote teachers to the Expert Teacher pay band are made with due regard to national criteria and national standards for teachers. For teachers to progress incrementally within the Expert Teacher pay band they must demonstrate that they meet all the teacher standards and the professional skills descriptors for teachers on the Expert Teacher pay band (Band 3) as in Appendix B of the Appraisal Procedure Appendices. The teacher will also need to demonstrate that they have been working at that level for a significant period prior to the submission of the application. Teachers must display sustained and substantial performance and contribution to the school before a performance point is awarded on the Expert Teacher pay band. Further information is included in Appendix 3 of this policy.

3.10.3 Progression on the Expert Teacher pay band will be based on two successful consecutive performance management reviews, other than under exceptional circumstances. Decisions for progression will be made in accordance with the procedures and criteria set out in the Appraisal Policy and in Appendix 1 of this policy.

3.10.4 The normal cycle for incremental progression within the Expert Teacher pay band will be a two year period although an earlier pay review may be agreed in exceptional circumstances. It will be for the Headteacher to decide whether the circumstances are exceptional.

3.10.5 For a teacher on the Expert Teacher pay band who is eligible for progression, the Performance Management Reviewer for that teacher will make a

Pay and Reward Policy

recommendation regarding their pay progression following a fair and reasonable assessment of overall performance.

3.10.6 The Local Governing Board will consider the flexibility available when determining the salary point for a teacher who steps down from a Leadership post and depending on the experience, performance and circumstances will determine which point on the Expert Teacher pay band 3 the teacher is appointed on.

3.11 Short Notice/Supply Teachers

3.11.1 Teachers who work on a day-to-day or other short notice basis will have their pay determined the same way as other teachers. Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by total number of working days in the year for a full time post (1/195th) and multiplied by the number of days worked.

3.11.2 Teachers who work less than a full day will be hourly paid. An hours pay will be calculated as 1/1265 of the agreed annual salary amount. A maximum of 6.5 hours can be claimed a day. Payment for hours should be agreed between the school and the teachers at the outset of the engagement.

3.12 Other posts paid above the Classroom Teacher Scale – Leading Practitioners

3.12.1 The MAT may wish to establish other teaching posts paid above Expert Teacher band 3 but are not a leadership role within a school. These posts will carry responsibility for modelling and leading the improvement of teaching skills across the MAT. Each post will be paid at a fixed point between L1 and L18 of the Leadership Pay Range, and will be determined by the role and range of responsibility of each post.

3.12.2 The pay progression will be determined in accordance with the relevant national criteria and the review of performance set against the annual appraisal review.

4. Pay and Reward for Support Staff

4.1 Support Staff

4.1.1 The MAT recognises the value of job evaluation as a means of assessing the grade of a job in a fair and consistent way. This enables the school to fulfil its legislative and other employer obligations for equal pay for equal value as well as the need for a 'felt fair' grading structure.

4.2 Pay Progression and Additional Awards

Pay and Reward Policy

- 4.2.1 Support staff may, subject to satisfactory performance, progress by annual increments to the maximum of the scale for the post. In exceptional circumstances, incremental progression may be withheld where the performance of the member of staff is poor and where appraisal targets are not being met.
 - 4.2.2 Subject to the above, incremental progression, will take place on 1 April each year, except where a member of staff starts after 1 October in the previous year in which case incremental progression will occur at the start of the month following completion of 6 months service and then on 1 April in subsequent years.
 - 4.2.3 In exceptional circumstances, where a member of support staff has demonstrated exceptional performance a maximum of two increments may be awarded. Where it is proposed that accelerated progression should be applied to a member of support staff, the case (including evidence for this) should be submitted by the Headteacher/Senior Leader to the School's Local Governing Board for approval.
 - 4.2.4 The MAT will also make appropriate use of any merit award or other reward system, both cash and non-cash developed to recognise the performance and contribution of support staff in a positive and flexible way. Each school's Local Governing Board will ensure that any such decision is appropriate to the circumstance and is in accordance with the provisions set out in this policy. Additional awards may be made to recognise support staff undertaking additional responsibilities for work over and above their job description for a fixed period of time. Payments should not exceed £3,000 per annum or continue for more than a 3 year period. HR advice should be sought when considering additional payments.
- 4.3 Grading of Post and Related Qualification
 - 4.3.1 Where a member of staff achieves a work-related qualification (for example HLTA) that enables them to apply for a job at a higher grade and they are successful in gaining a higher level post that includes carrying out higher level duties, the MAT will endeavour, where possible and appropriate to engage the employee in the higher grade for the duration of their working hours rather than use a split contract arrangement.
 - 4.4 Payments for Additional Hours
 - 4.4.1 The Headteacher will make appropriate payments to Support Staff undertaking additional hours, for example attending INSET and Out of School Learning Activities in accordance with this policy and national terms and conditions.

Pay and Reward Policy

4.5 Recruitment and Retention Allowances

4.5.1 The MAT may make an appropriate payment to a member of support staff as considered necessary as an incentive for the recruitment or retention of the individual. The MAT will set out the reasons and criteria for any such awards, but it may include:

- requirement to attract suitable candidates for a post which it has been or it is considered difficult to fill; or
- requirement to retain the skills and expertise, particularly in a specialist area or where it is considered that the subsequent vacancy would be difficult to fill.
- recognising performance which exceeds the expectations and which is not recognised through accelerated salary progression in other sections in this policy.

4.5.2 An incentive allowance made for the recruitment of a role will be made for fixed period that will not normally exceed 3 years but may be extended in exceptional circumstances if appropriate.

4.5.3 The value of any recruitment or retention payment will be determined according to the circumstances of each case but will take into account salary relativities across the school structure and known staffing changes in the future and would normally be within the range £505 - £3,030.

4.5.4 Allocation of allowances are to be approved by the School's Local Governing Board.

5. Pay and Reward for Leadership Group

5.1 Leadership Group Pay

5.1.1 The MAT will establish a Leadership Group for the school and determine its membership. The MAT will determine the salary scales for the leadership group, including the Headteacher, taking into due account the respective level of responsibilities, recruitment and retention issues, the school's context and the complexity of the role, internal comparators across the organisation, differentials within the school, market rates and affordability. The MAT and schools Local Governing Board's will have regard to the three-stage process when recruiting to Leadership roles (Appendix 5 and 6) for any new appointments or re-evaluation of any Leadership roles.

5.1.2 The MAT has established a pay structure for Leadership posts as follows:

Pay and Reward Policy

Leadership Group Pay Spine 2016

Spine Point	Annual Salary (£)
L1	£38,984
L2	£39,960
L3	£40,958
L4	£41,978
L5	£43,023
L6	£44,102
L7	£45,290
L8	£46,335
L9	£47,492
L10	£48,711
L11	£49,976
L12	£51,127
L13	£52,405
L14	£53,712
L15	£55,049
L16	£56,511
L17	£57,810
L18 (*)	£58,677
L18 (**)	£59,264
L19	£60,733
L20	£62,240
L21 (*)	£63,146
L21 (**)	£63,779
L22	£65,363
L23	£66,982
L24 (*)	£67,963
L24 (**)	£68,643
L25	£70,349
L26	£72,089
L27 (*)	£73,143
L27 (**)	£73,876
L28	£75,708
L29	£77,583
L30	£79,514
L31 (*)	£80,671
L31 (**)	£81,478
L32	£83,503
L33	£85,579
L34	£87,694
L35 (*)	£88,983
L35 (**)	£89,874
L36	£92,099
L37	£94,389

Pay and Reward Policy

L38	£96,724
L39 (*)	£98,099
L39 (**)	£99,081
L40	£101,554
L41	£104,091
L42	£106,699
L43	£108,283

(*) Scale point to be used where the Head teacher is paid at the top of the school's group range (see below)

(**) Scale point to be used where the Head teacher is not at the top of the leadership group for the school. (see below)

Schools group ranges are as follows. The calculation outlined in the STPCD will be used to determine each school's group range:

Group 1	L6 – L18(*)
Group 2	L8 – L21(*)
Group 3	L11 – L24(*)
Group 4	L14 – L27(*)
Group 5	L18 – L31(*)
Group 6	L21 – L35(*)
Group 7	L24 – L39(*)
Group 8	L28 – L43(*)

5.1.3 The school's Local Governing Board will review the salary scales (ISR) for members of the Leadership Group as appropriate with due regard to the requirements of this policy and the Teachers' Pay and Conditions Document. Where it is felt an amendment is required to the salary scale (ISR) of a member of the leadership group, the School's Local Governing Board will present their proposed decision as a business case to the MAT's HR & Remuneration Committee.

5.1.4 The Headteacher will undertake pay reviews of progression within the individual's ISR for other members of the Leadership group on an annual basis as part of the performance management process. The Headteacher will make recommendations to the School's Local Governing Board on pay progression within the ISR for other members of the leadership group.

Pay and Reward Policy

- 5.1.5 Annual pay progression within the salary scale for all Leadership posts is not automatic. Progression within the salary scale of a leadership post will be subject to a successful review of performance set against the annual appraisal review. The MAT has determined that normally progression within a salary scale will be by a single annual increment where there has been sustained high quality performance in line with school expectations.
- 5.1.6 Where performance has been of a sustained exceptional high quality, exceeding school expectations at that level, up to two increments may be awarded. Where it is proposed that accelerated progression should be applied to a member of staff in a leadership post, other than the Head Teacher, the case (including evidence for this) should be provided to the School's Local Governing Board for approval.
- 5.1.7 Where performance has not been of a sustained high quality and the individual's performance review has not been sufficient a decision may be made that there should be no pay progression. The decision should be presented to the School's Local Governing Board by the Headteacher.
- 5.1.8 The salary scale for teachers paid on the leadership spine will be reviewed as part of the appraisal cycle each year or at any time during the year where there is a significant permanent change in the duties and responsibilities of the post for a member of staff on the leadership spine.
- 5.1.9 The Headteacher may advise the School's Local Governing Board regarding the pay progression for other members of the Leadership Group, but will do so in accordance with the regulations and statutory guidance.
- 5.1.10 For all decisions regarding Headteacher's pay progression, the case (including evidence) should be provided by the School's Local Governing Board to the MAT's HR and Remuneration Committee for ratification.
- 5.1.11 The School's Local Governing Board and the MAT's HR and Remuneration Committee is entitled to seek the advice of another relevant professional regarding the pay progression of the Head teacher.
- 5.2 Recruitment Relocation Costs for Leadership Roles
- 5.2.1 Recruitment and retention allowances are not available for any leadership roles paid on the leadership pay spine. Any difficulties should be taken into account when setting base pay for leadership post using the three-stage process outlined in appendix 5 and 6. The only assistance that may be agreed by the MAT will be the payment of relocation costs. Relocation costs must be agreed in advance. Costs will be limited to £3000 and any costs to be recuperated must be itemised.

6. Pay and Reward Issues for All Staff

6.1 Salary Sacrifice

6.1.1 The MAT will support salary sacrifice arrangements for all staff, subject to any eligibility requirements.

6.2 Employees undertaking work outside the organisation

6.2.1 Where able to do so in line with business need, the MAT will support employees undertaking work in a professional capacity outside of their normal place of work or outside the organisation. Where it is agreed that an employee will undertake work outside of the organisation, arrangements with regards to pay should be agreed in advance of undertaking the arrangement with the School's Headteachers (or LGB in the case of the Headteacher undertaking the work) and with the MAT's Chief Executive Officer. When considering business need and whether work outside the normal place of work or outside of the organisation can be supported, the following factors should be taken into consideration:

- The needs of the school and its pupils
- The benefit the activity would bring to the school
- The impact on other staff, including on their workload
- The workload and work-life-balance of the individual

6.3 Pay Deductions

6.3.1 Deductions will be made from employees pay where appropriate, for example in a case where a member of staff has been paid for work which they have not undertaken e.g. in the event of a day's strike action being taken, agreed unpaid leave, uncertified sickness absence, unauthorised absence or where otherwise specified. The member of staff will have the right of appeal through the pay appeals procedure if they are unhappy with the decision.

6.3.2 For members of support staff an hours pay will be calculated for the purpose of deducting pay as follows: FTE salary divided by 52.1428 divided by 37. This calculation will be applied for each hour of pay that is deducted. For an employee who works a five-day week this calculation equates to 1/260th of annual salary for salaried staff or 1/5th of a week's wage for weekly paid staff for each day of pay deducted.

6.3.3 For members of teaching staff an hours pay will be calculated for the purpose of deducting pay as follows: FTE salary divided by 52.1428 divided by 32.5. A full teaching day equates to 6.5 hours and a maximum of 6.5 hours should be deducted per day. For a teacher on a full time contract 6.5 hours pay equates to deduction for a day equivalent to 1/365th of annual salary.

Appendix 1: Procedures for Reaching Pay Decisions

Pay Decision

Setting pay scales/ISR's

Pay decisions for the salary scales (ISR's) of leadership roles will be made by each School's Local Governing Board making a proposed decision to the MATs HR & Remuneration Committee for ratification.

All other initial pay decisions of employees pay ranges and scales with the exception of Leadership Group members will be made by the Headteacher of each school making a recommendation to the School's Local Governing Board for approval.

Those making pay decisions are responsible for ensuring that the pay scale is correct, in line with job evaluations for support staff and in line with the provisions attached to the teacher's pay scale for teaching staff.

Pay scales for support staff roles are subject to a job evaluation being undertaken, it is the Headteacher's responsibility to ensure that all support staff job descriptions have been assessed by a job evaluation panel. Advice can be sought from HR regarding the job evaluation process.

Pay progression within pay scales/ISR's

Each School's Local Governing Board is responsible for ensuring all proposed decisions for pay progression of the Headteacher are ratified by the MAT's HR & Remuneration Committee

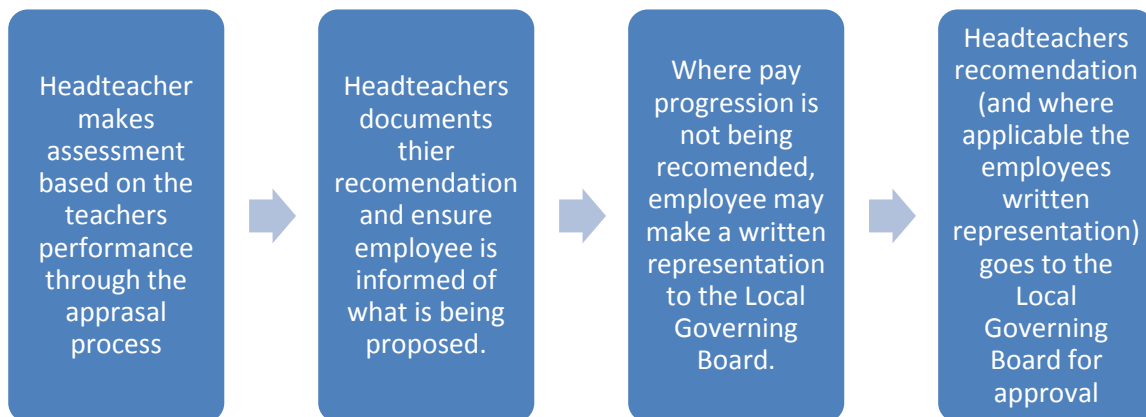
The Headteacher is responsible for assessing pay progression for all other roles within the school, including other members of the leadership group as part of the performance management process. Decisions regarding pay progression for teaching and leadership roles within the school, with the exception of the Head Teachers, will be made by the School's Local Governing Board following the Headteacher's recommendation. Pay progression decisions should be documented in writing. Where the recommendation by the Headteacher is that the staff member should not receive an increment, the staff member may make representations in writing to the Schools Local Governing Board. The School's Local Governing Board can only authorise progression of leadership roles up to the maximum of the ISR that has been approved by the MAT's HR & Remuneration Committee.

Pay progression for support staff is yearly on completion of a year's service. The Headteacher is responsible for assessing and recommending to the Local Governing Board the exceptional circumstances where it is applicable for pay progression to be

Pay and Reward Policy

withheld if there are concerns, or where additional increments are felt necessary, or where it is felt appropriate for other forms of reward to be awarded to support staff.

Process for pay progression within pay scales/ISR's for all teaching and leadership roles, with the exception of the Headteacher



Key Points

In the event of the long term absence of the Headteacher then the MAT will appoint a suitable person to act in this capacity for the duration of the Headteacher's absence.

All pay decisions must be properly rooted in evidence, which must have been shared with the employee promptly at the time when the information became available. The employee must be informed of a date when a decision is to be made and given the opportunity to submit any additional evidence to be considered.

The Headteacher may defer confirmation of the decision if further information is required. In this event the decision must be made at the earliest opportunity following this information being made available.

All pay decisions will be recorded with reasons and this will be properly retained. The Headteacher may inform the employee verbally of the decision but in any event the decision will be confirmed in writing within 10 working days of the decision being made. The employee may request a meeting to discuss the decision informally.

Appendix 2: Procedures for Considering Pay Appeals

Setting up an Appeal Hearing

The school will appoint a committee of at least three governors to consider any pay appeal lodged by a member of staff that is in accordance with this pay policy and the following requirements.

Governors who may have a pecuniary interest or a conflict of interest or who have had prior involvement in the pay decision cannot be appointed to this committee.

Following receipt of the written confirmation of the Headteacher's decision, an employee who is dissatisfied with the decision may register a formal appeal, in writing to the clerk to the Local Governing Board within ten working days.

The allowable grounds for appeal are that the person or committee by whom the pay decision was made –

- a) incorrectly applied any provision of this policy;
- b) failed to have proper regard for any applicable statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) took account of irrelevant or inaccurate evidence; or
- e) was biased; or
- f) otherwise unlawfully discriminated against the employee

Prior to an appeal hearing the employee may also request an informal meeting with the Headteacher to discuss the decision and the reasons in more detail.

Upon receipt of the appeal notice the Clerk will convene an appropriate Appeals Committee within 20 working days of receipt of the appeal being registered. Appeal hearings will be held at a reasonable time during the working day with proper consideration of the work-life balance of all involved.

The employee must submit to the Chair of the Appeal Committee any documentation in support of their appeal together with a summary of their case at least five clear working days prior to the Appeal Hearing.

If the Headteacher is to rely on any evidence then this must be submitted to the Chair of the Appeal Hearing at least five clear working days in advance.

The Appeal Committee may decide to accept additional evidence at any time if it is deemed in the interests of a fair and transparent decision.

The employee is entitled to be represented at the Appeal Hearing by a workplace colleague or trade union.

Pay and Reward Policy

The Appeal Hearing

At the Appeal Hearing the Chair of the Committee should introduce the meeting and the persons participating. The Chair should ask the employee to confirm the reasons for the appeal and establish that all parties are adequately prepared.

The Chair should remind the parties that the purpose is to reach a fair, reasonable and objective decision in an atmosphere that is professional and conducive to good employee relations within the school.

The employee, or representative should then be invited to set out his or her case and may support this with documentary evidence or witness evidence where this has been submitted as required above.

At an appropriate point the Chair will invite the school's representative to question or challenge any of the evidence presented. Members of the Committee will then have the opportunity to ask any questions.

The Headteacher will then be invited to set out the school's case and may also rely on documentary or witness evidence where this has been submitted as required above.

The employee or his/her representative may then question or challenge the school's evidence at an appropriate point as determined by the Chair. Members of the Committee may then ask any questions.

To conclude both parties will be invited, if they wish, to make final summary statements with the employee allowed the final say.

The Committee will then adjourn to consider the evidence presented.

The Committee should endeavour to reach a decision that day and to communicate this directly to the parties. However, where this is not possible because the Committee wishes to deliberate further or seek further information then the parties should be informed that the decision will be communicated in writing at the earliest opportunity.

In the event that there is an adjournment to enable the committee to consider professional advice on a particular matter then upon resumption all parties will be informed of the nature of the advice and the decision reached.

Communicating the Decision

All decisions of the Appeals Committee must be confirmed in writing, within ten working days of the decision being made with a summary of the reasons and this will

Pay and Reward Policy

be the final stage in the Pay Appeal process. There will be no further stage in the appeal process.

As an alternative to either upholding or dismissing an appeal the Committee is entitled in some circumstances to refer the matter for reassessment by the Headteacher. For example the Committee might wish the Headteacher to reconsider the position in the light of new information or to seek the advice of an additional independent advisor. In this event the Committee must determine whether there will be any further right to appeal.

Appendix 3: The School's Application of the National Criteria for Teachers' Incremental Progression

Teacher and Accomplished Teacher pay band progression

Teacher on the Band 1 Teachers pay band and on the Band 2 Accomplished Teacher pay band play a critical role in the life of the school. Progression within these pay bands and from Band 1 to Band 2 requires the teacher's performance to be sustained at the required professional standards outlined in the MAT's appraisal policy and Teachers standards. Pay progression decisions must be properly rooted in evidence and there must have been a successful review of performance.

Expert Teacher (UPS) pay band progression

Expert Teachers (UPS) play a critical role in the life of the school. They provide a role model for teaching and learning, make a distinctive contribution to the raising of pupil standards and contribute effectively to the work of the wider team. They take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning.

To achieve progression to the Expert Teacher pay band and then to progress within the pay band, it is required that the achievements of the Teacher and their contribution to school should have been substantial and sustained. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

Progression to and on the Expert Teacher pay band should be based on two successful consecutive performance reviews. To ensure that the achievements and contribution have been substantial and sustained, those performance reviews will need to assess that the teacher has:

- a) substantial and sustained achievement of performance objectives, as well as appropriate skills and competence in all elements of the Teachers' Standards;
- b) The potential and commitment to undertake professional duties which make a wider contribution beyond their own classroom

Leadership Group pay progression

Those on the leadership spine play a critical role in the life of the school. They inspire confidence in those around them and work with others to create a shared strategic vision, which motivates pupils and staff. They take the lead in enhancing standards of teaching and learning and value enthusiasm and innovation in others. They have the confidence and ability to make management and organisational decisions and ensure equity, access and entitlement to learning.

Pay and Reward Policy

To achieve progression, individuals on the leadership spine must have demonstrated sustained high quality of performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance, including meeting performance objectives

To ensure that there has been high quality performance, the performance review will need to assess that the teacher has grown professionally by developing their leadership and (where relevant) teaching experience.

The Evidence

In normal circumstances the necessary evidence for reaching pay progression decisions will be accessible through the performance management review and other established management systems.

At the beginning of the formal pay review process the school will clarify the nature of the evidence and any other factors that will be taken into consideration in making pay progression decisions. This will be developed in full consultation with staff and this will be attached to this policy.

Pay and Reward Policy

Appendix 4: The School's Staffing Structure

INDIVIDUAL SCHOOLS TO INSERT THE SCHOOL'S SPECIFIC STAFFING
STRUCTURE

Appendix 5: Three stage process for setting Head Teachers Pay

1.		<p>Define the job and write the job description Set out the responsibilities, accountabilities and expected outcomes for the job as well as the skills and competence required</p>
		<p>Set the Broad Band (Group score) Determine which group is appropriate for the school using the total unit score (for all schools if responsible for more than one school)</p>
2.	Local Governing Boards should exercise discretion at these stages	<p>Context Make an assessment of your school context and the complexity of the Headteachers role</p>
		<p>Review Benchmarks Review benchmark data and ensure that the assessment of context is accurate. External and internal comparators should be considered</p>
		<p>Set indicative pay range Define a pay range (using the pay group plus up to 25%) that is appropriate for the Headteachers role in your school</p>
		<p>Ratification Send proposed decision on salary to MAT Remuneration Committee for ratification</p>
	<p>Advertise Publish an advert for the position which details responsibilities, accountabilities and expected outcomes along with the person specification</p>	
3.	MAT Directors and Local Governing Bodies should exercise discretion at these stages	<p>Select Undertake a selection process</p>
		<p>Assess Assess the candidate against the skills and competencies required</p>
		<p>Decide starting salary and individual range Set the starting salary for the Headteacher taking into account the leadership group pay points, the decisions made above and the performance range for progression</p>
		<p>Document Ensure decisions and rationale are documented</p>

Appendix 6: Three stage process for setting Deputy and Assistant Headteacher pay

1.		<p>Define the job and write the job description Set out the responsibilities, accountabilities and expected outcomes for the job as well as skills and competence required</p>	
		<p>Consider the specific role</p> <ul style="list-style-type: none"> ● Make an assessment of whether the role and its responsibilities and accountabilities are significant, distinct from other leadership posts and have whole school responsibilities ● Consider how the role fits within the wider leadership structure of the school 	
2.	Local Governing Boards should exercise discretion at these stages	<p>Consider fit with pay ranges for other posts After considering the significance of the role, and the responsibilities and accountabilities, assess where the pay should sit relative to other posts</p>	
		<p>Review Benchmarks Review benchmark data and ensure that the assessment of context is accurate. External and Internal comparators should be considered</p>	
		<p>Set indicative pay range With reference to the leadership group pay points define a pay range that is appropriate for the DHT/AHT role in the school. The range may overlap with other leadership or classroom teacher positions if appropriate, depending on the weight of the job</p>	
		<p>Ratification Send proposed decision on salary to MAT Remuneration Committee for ratification</p>	
		<p>Advertise Publish an advert for the position which details responsibilities, accountabilities and expected outcomes along with the person specification</p>	
3.	MAT Directors and Local Governing Boards should exercise discretion at these stages	<p>Select Undertake a selection process</p>	<p>Document Ensure decisions and rationale are documented</p>
		<p>Assess Assess the candidate against the skills and competencies required</p>	
		<p>Decide starting salary and individual range Set the starting salary for the DHT/AHT taking into account the leadership group pay points, the decisions made above and the performance range for progression</p>	

**Appendix 7:
Support Staff pay scales April 2016**

SCP	Revised April 2016 Salary including cost of Living and realignment to LA pay scales
6	£14,514.00
7	£14,514.00
8	£14,514.00
9	£14,514.00
10	£15,238.00
11	£15,507.00
12	£15,823.00
13	£16,191.00
14	£16,481.00
15	£16,772.00
16	£17,169.00
17	£17,547.00
18	£17,891.00
19	£18,560.00
20	£19,238.00
21	£19,939.00
22	£20,456.00
23	£21,057.00
24	£21,745.00
25	£22,434.00
26	£23,166.00
27	£23,935.00
28	£24,717.00
29	£25,694.00
30	£26,556.00
31	£27,394.00
32	£28,203.00
33	£29,033.00
34	£29,854.00
35	£30,480.00
36	£31,288.00
37	£32,164.00
38	£33,106.00
39	£34,196.00
40	£35,093.00
41	£36,019.00
42	£36,937.00

Pay and Reward Policy

43	£37,858.00
44	£38,789.00
45	£39,765.00
46	£40,745.00
47	£41,778.00
48	£43,014.00
49	£43,890.00
50	£44,988.00
51	£46,107.00
52	£47,265.00
53	£48,438.00
54	£49,656.00
55	£50,895.00
56	£52,167.00
57	