



# Pay Policy 2018/19

<b>Prepared by:</b>	Director of HR, WHMAT
<b>Applies to:</b>	All WHMAT Employees, excluding Executives (CEO & Deputy CEO)
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<b>Links to:</b>	<p>WHMAT Appraisal Policies (Teachers &amp; Support Staff)</p> <p>WHMAT Appraisal Toolkits</p> <p>WHMAT Executive Pay Policy</p> <p>WHMAT Safer Recruitment Policy</p> <p>Implementing Your School's Approach to Pay (Dfe Guidance 2017)</p> <p>Pay Policy Compliance Checklist (TheSchoolBus)</p> <p>School Teachers' Pay &amp; Conditions Document (Dfe September 2018)</p> <p>Green Book for Support Staff</p>
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## **1.0 Introduction & Policy Aims**

- 1.1 Washwood Heath Multi Academy Trust (WHMAT) seeks to ensure that its employees are valued and that they receive proper recognition and remuneration for their work and their contribution to WHMAT.
- 1.2 This policy therefore provides a clear framework for the management of pay and grading for the WHMAT employees defined at 3.1 below.
- 1.3 In ratifying this policy, the aims of WHMAT are to:
  - 1.3.1 Maximise the quality of teaching and learning and support services provided;
  - 1.3.2 Support the recruitment and retention of a high quality workforce;
  - 1.3.3 Enable each WHMAT academy to recognise and reward employees appropriately for their contributions; and
  - 1.3.4 Ensure that decisions on pay are managed in a fair, just, consistent and transparent way.
- 1.4 WHMAT recognises that all employee pay progression decisions are currently linked to the annual appraisal of performance. This policy should therefore be read alongside WHMAT's appraisal policies for teachers and support staff (see [www.washwoodmat.com](http://www.washwoodmat.com), policies tab).

## **2.0 Definitions**

- 2.1 "CEO" refers to the Chief Executive Officer of WHMAT. However, any reference to the CEO in this Policy also includes the Deputy CEO of WHMAT.
- 2.2 "Head of Academy" refers to any or all of the Heads of Academy within WHMAT.
- 2.3 "Board of Trustees" is the group of Trustees that secures accountability for WHMAT governance and comprises independent Trustees from each local WHMAT Academy Advisory Board.
- 2.4 "Staffing Committee" refers to the WHMAT group of Trustees who have delegated responsibility from WHMAT's Board of Trustees for deciding on pay recommendations made by Heads of Academy and/or the CEO as appropriate.
- 2.5 "Teacher" includes all employees qualified and appointed to teach in a WHMAT academy. This also includes the leadership teams in each academy and the heads of academy unless otherwise stated.
- 2.6 "Teaching and learning responsibility" means a payment awarded to a classroom teacher for undertaking a sustained additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning for which the teacher is made accountable.
- 2.7 "Leadership Team" refers to any member of the Leadership Group in a WHMAT academy as defined by the *School Teachers' Pay and Conditions Document* (Head, Deputy or Assistant Head) or a senior employee who is responsible for non-teaching employees (such as School Business Manager or Director in WHMAT's Head Office team).
- 2.8 "Main pay range" (MPR) is one of the four pay ranges for qualified teachers who are not entitled to be paid on any other pay range and goes from M1 to M6 (see further at paragraph 10).

- 2.9 “Upper pay range” (UPR) is one of the four pay ranges for qualified teachers and goes from UPR1 to UPR3 (see further at paragraphs 10 and 19).
- 2.10 “Leading practitioner pay range” is one of the four pay ranges for teachers who have the primary purpose of modelling and leading the improvement of teaching skills (see further at paragraph 9).
- 2.11 “Unqualified pay range” is one of the four pay ranges for teachers. However, it applies to unqualified teaching employees only (see further at paragraph 11).
- 2.12 “Highly competent” means an individual whose performance is not only good, but is good enough to provide coaching and mentoring to other teachers. An individual who is highly competent will be able to give advice to other teachers, demonstrate effective teaching practice and know how to make a wider contribution to the work of their base academy.
- 2.13 A “substantial” contribution means an individual who plays a critical role in the life of their base academy and who continuously offers significant value; namely an individual who makes a substantial contribution to raising pupil standards, takes advantage of opportunities for professional development and uses the outcomes of such to effectively improve pupils’ learning.
- 2.14 “Sustained” means performance that is maintained continuously over a long period of time, e.g. over at least 2 academic cycles.

### **3.0 Scope**

- 3.1 This Policy applies to all WHMAT employees, excluding the Chief Executive Officer (CEO) and the Deputy Chief Executive Officer (DCEO), whose pay and progression arrangements are set out in WHMAT’s Executive Pay Policy.

### **4.0 Pay scales, legislation & guidance**

- 4.1 As a multi-academy trust, WHMAT is free to determine its own approach to deciding teacher and support staff pay. However, at this stage, WHMAT continues to follow the School Teachers Pay and Conditions Document (see 2018 version at [www.gov.uk/government/publications/school-teachers-pay-and-conditions](http://www.gov.uk/government/publications/school-teachers-pay-and-conditions) and the National Joint Council terms and conditions for support staff (see copy of support staff pay bands at Appendix A).
- 4.2 The School Teachers’ Pay and Conditions Document (STP&CD) gives a national minimum and maximum for the pay ranges for Unqualified Teachers, Main Scale Teachers, Upper Pay Range Teachers, Leading Practitioners and the Leadership Team. The Staffing Committee will review the pay scales on an annual basis in consultation with the Director of HR.
- 4.3 Salary ranges for leadership posts across WHMAT will depend on the base academy in which a post is based and the relevant group size. Group sizes are calculated in line with the School Teachers’ Pay and Conditions Document and are based on pupil numbers (see copy of current group sizes at Appendix C).

## **5.0 Responsibilities**

### **Board of Trustees**

- 5.1 WHMAT's Board of Trustees is responsible for maintaining a fair, consistent and objective Pay and Executive Pay Policy, in consultation with the Director of HR & Staffing Committee as appropriate.

### **Staffing Committee**

- 5.2 WHMAT's Staffing Committee has delegated responsibility from the Board of Trustees for all final decisions relating to WHMAT employee pay. A separate Staffing Committee exists, with its own terms of reference. This includes deciding on whether to accept recommendations for pay progression and/or whether/how to accept recommendations for national pay awards. It also hears all Pay Appeals in accordance with paragraph 20 and appendix G.

### **CEO**

- 5.3 The CEO will:
- 5.3.1 Carry out annual appraisal of heads of academy in consultation with an external school improvement partner, and make recommendations about pay progression to the Staffing Committee by mid-November each year.
  - 5.3.2 Carry out annual appraisal of some head office colleagues, and make recommendations about pay progression to the Staffing Committee by mid-November each year.
  - 5.3.3 Moderate some applications for progression on to the Upper Pay Range (UPR) or within it across WHMAT and some applications for Accelerated Pay Progression (APP), in consultation with the Director of HR, before recommendations about pay are signed off by the Staffing Committee. This is to ensure that Heads of Academy are making appropriate and consistent recommendations when such applications are received.
  - 5.3.4 Work with the Finance Director and Finance Committee as appropriate, to ensure that sufficient funds are available to support pay decisions and implementation of national pay awards as appropriate.

### **Director of HR**

- 5.4 WHMAT's Director of HR is responsible for:
- 5.4.1 preparing and reviewing this Policy annually following consultation and ensuring sign off by the Staffing Committee and the Board of Trustees.
  - 5.4.2 communicating any approved changes to this Policy to WHMAT employees;
  - 5.4.3 supporting the CEO with moderation of applications for UPR and/or APP across WHMAT to ensure consistency of approach across WHMAT.
  - 5.4.4 supporting Heads of Academy, HR colleagues and appraisers with the implementation of pay and appraisal matters through the creation of managers' toolkits, training and advice as appropriate.

## HR

- 5.5 Base academy HR colleagues are responsible for ensuring that all deadlines within WHMAT's appraisal and pay policies are complied with and that appropriate communications are provided to staff about pay e.g. annual salary statements. This includes ensuring that pay outcomes are input onto the HR portal so that pay awards can be implemented.

### Heads of Academy

- 5.6 Within each academy, the Head of Academy has overall responsibility for the internal organisation, implementation, control and management of the Pay and Appraisal Policies subject to advice from HR as appropriate. This is subject to the monitoring and moderation undertaken by WHMAT's CEO and Director of HR.
- 5.7 Each academy is responsible for designating appropriately trained appraisers. Appraisers will make a pay recommendation for each appraisee as part of WHMAT's annual appraisal process. Heads of Academy will moderate these pay recommendations and forward their recommendations to the CEO.
- 5.8 Each head should prepare a basic report for the CEO by mid-November each year summarising the applications for UPR/APP received and their recommendations on pay progression (see template in WHMAT's appraisal toolkits).

### Employees

- 5.9 All employees are responsible for engaging with WHMAT's appraisal process; this includes working pro-actively towards their agreed objectives and working alongside their appraiser to ensure that there is a suitable amount of evidence available in order for an annual pay review determination to be made.
- 5.10 Staff who appraise others are responsible for attending internal WHMAT training on how to conduct appraisals and completing appraisals of others in line with the deadlines set out in WHMAT's appraisal and pay policies.

## 6.0 How we will decide pay on appointment

- 6.1 Where a position becomes vacant or a new post is created, the CEO and/or Heads of Academy will determine the appropriate pay range for a vacancy prior to advertising it. Advice **must be sought from HR beforehand** to ensure that equal pay risks are minimised across WHMAT. The starting salary within an appropriate pay range will be determined and confirmed to the successful candidate prior to them commencing employment.
- 6.2 Starting salaries within a pay range will depend on a number of factors and should be determined on a case by case basis by the appointment panel in consultation with HR:
- 6.2.1 The nature of the post;
  - 6.2.2 The level of qualifications, skills and experience required;
  - 6.2.3 Market conditions e.g. shortage subjects, quality of candidate pool (this list is not exhaustive);
  - 6.2.4 The desire to recruit and/or retain a specific candidate subject to a full interview process and impartial assessment of their ability to do the post in question;

6.2.5 The context within a particular academy at the time e.g. budgetary pressures or high turnover at a critical point in the academic year;

6.3 There is no assumption that a candidate will always be paid at the same rate as they were being paid in a previous role. The rate agreed will be entirely fact-sensitive and may be subject to the factors at 6.2 above.

## **7.0 Working time & cover**

### **Working time**

7.1 Teachers employed full-time will be available to work 195 days a year, of which:

7.1.1 190 days will be spent teaching pupils and performing other duties;

7.1.2 5 days will be spent performing other duties only.

7.2 The 195 days on which teachers are required to work will be specified by the head of academy.

7.3 Teachers employed full-time will be available to perform their duties at such times and places as specified by the head of academy for 1265 hours, which will be allocated reasonably throughout the specified 195 days of the school year.

7.4 Employees who work less than a full working day or week are deemed to be part-time. Part-time employees are paid a proportion of the pay that would be appropriate if they were full-time. This pro-rata principle also applies to allowances such as TLRs or SEN allowances for teachers and/or honoraria for support staff.

7.5 Part-time employees are bound by the same conditions of employment as full-time employees. Part-time employees will not generally be required to work or attend non-pupil days, or parts of days, on their non-working day(s). However, there may be times where they are asked, out of good-will and to ensure the best service for their pupils, or for other exceptional circumstances e.g. WHMAT's annual training day, to attend events or to swap their non-working day where possible. In these circumstances, staff would be allowed TOIL or be paid in lieu.

7.6 All employees may be required to work additional hours, within reason, to enable the effective discharge of their professional duties.

### **Short-notice teachers**

7.7 Teachers employed on a day-to-day basis, or by other short notice, such as supply teachers, will be paid on a daily or hourly rate equal to the pay of the individual who usually undertakes that role.

### **Cover**

7.8 In line with their professional duties, teachers are required to supervise, and so far as practicable, teach, any pupils where the person timetabled to take the class is not available to do so. Subject to the STP&CD, teachers will only be required to carry out this responsibility "rarely", and only in circumstances that are not foreseeable, for example, if a teacher colleague is absent without notice.

## 8.0 Leadership Pay Scales

8.1 Employees within individual academy senior leadership groups, including heads of academy, deputy heads and assistant heads, will be paid within a **43-point leadership range** from 01.09.2018 (see appendix D). The figures at appendix D below include the 2018 teachers' pay award.

8.2	LEVEL	SALARY (ANNUAL)	SALARY (MONTHLY)	
	1	£39,965	£3,330.42	<b>Minimum</b>
	43	£111,007	£9,250.59	<b>Maximum</b>

**\*The leadership pay range runs from level 1 to level 43 (see appendix D).**

8.3 In accordance with section 5 of STP&CD, the head of academy's salary will be calculated by using the number of pupils in their base academy (the total unit score). This determines the appropriate head of academy group and leadership pay range for leadership posts within that academy (see further at appendix C for individual base academy pay ranges and groups).

8.4 Each academy's total unit score is calculated in accordance with sections 6.1-6.6 of the STP&CD (see appendix C for details). This means that WHMAT academies will not all be in the same pay range group.

8.5 When determining where within the leadership scale, a member of leadership will be placed, the Staffing Committee and/or Heads of Academy will consider the responsibilities of the role and any challenges specific to the role, as well as any other relevant considerations.

8.6 In the case of a newly appointed member of the leadership team, the Staffing Committee and/or Head of Academy will consider whether the requirements of the post, and the extent to which the preferred candidate meets these requirements, mean that it would be appropriate for the individual to begin their post above the allocated range for their academy's group range. Any request to place an employee outside of an allocated range, either on appointment, or at the end of an appraisal cycle, must be subject to consultation with WHMAT's Director of HR. When deciding on an appropriate pay range, the Staffing Committee must ensure that there is enough room for performance-related pay progression over time.

8.7 The CEO (in respect of Heads of academy) and/or Heads of Academy (in respect of members of their SLT), may recommend an amendment to the group range (head teacher, deputy head or assistant head) for their academy. However, this must be accompanied by a written business case to the Director of HR stating what the proposed amendment is and the rationale for that change (see appendix E). Unless there are exceptional circumstances, the Staffing Committee will ensure that any amendment agreed to an individual head, deputy or assistant head group range does not exceed more than 25 percent.

8.8 The deputy/assistant head of academy's pay range will not exceed the maximum pay range of the head of academy group for that academy. In addition, it will not overlap the head of academy's pay range unless in exceptional circumstances.

8.9 The pay ranges will be reviewed by the CEO in consultation with the Director of HR and appropriate SLT whenever:

8.8.1 there is a proposal to appoint a new Head of Academy, Deputy or Assistant Head;

- 8.8.2 it becomes necessary to amend the group size because of a change in pupil numbers;
- 8.8.3 where the post holder becomes accountable for more than one academy on a permanent basis; or
- 8.8.4 to address recruitment and retention issues; or
- 8.8.5 where it is necessary to reflect significant change in responsibilities of a post or posts.

## 9.0 Leading Practitioner Pay Scales

- 9.1 A Head of Academy may, subject to consultation with the CEO and Director of HR, appoint a teacher as a leading practitioner if it is deemed ***that the primary purpose of their role is to model and lead the improvement of teaching skills and where those duties fall outside of the criteria for a teaching and learning responsibility payment*** (see further at 12 below).
- 9.2 The Staffing Committee has established the following **18-point pay scale** for leading practitioner teacher posts from 01.09.2018:

RANGE	LEVEL	ANNUAL	MONTHLY
LPRAC	1	£40,162	£3,346.84
LPRAC	2	£41,168	£3,430.67
LPRAC	3	£42,196	£3,516.34
LPRAC	4	£43,246	£3,603.84
LPRAC	5	£44,324	£3,693.97
LPRAC	6	£45,435	£3,786.25
LPRAC	7	£46,658	£3,888.17
LPRAC	8	£47,735	£3,977.92
LPRAC	9	£48,927	£4,077.25
LPRAC	10	£50,183	£4,181.92
LPRAC	11	£51,486	£4,290.50
LPRAC	12	£52,672	£4,389.34
LPRAC	13	£53,989	£4,449.09
LPRAC	14	£55,335	£4,611.25
LPRAC	15	£56,712	£4,726.00
LPRAC	16	£58,219	£4,851.59
LPRAC	17	£59,557	£4,963.09
LPRAC	18 (max)	£61,055	£5,087.92

- 9.3 All newly appointed leading practitioners will be subject to the minimum of the pay range, unless for pay parity, a higher starting salary is required.

9.4 Heads of Academy, in consultation with the Director of HR, will ensure that there is enough room for pay progression in relation to performance over time for any individual entitled to be on this pay range.

9.5 Leading practitioners cannot exceed the maximum of this pay range unless there are exceptional circumstances, or if they are appointed on a different job title with different/additional duties e.g. a Senior Lead Practitioner. If a head of academy wishes to apply for a member of their academy's pay range to extend beyond this agreed pay range, they must submit a business case to the CEO, copied to the Director of HR, setting out the reasons for the proposed amendment (see template at appendix E). Recommendations will then be discussed and approved or turned down by the CEO.

9.10 WHMAT's Staffing Committee has established the following **7-point pay scale** for Senior Lead Practitioners across WHMAT:

<b>RANGE</b>	<b>LEVEL</b>	<b>ANNUAL</b>	<b>MONTHLY</b>
SLPRAC	8	£47,735	£3,977.92
SLPRAC	9	£48,927	£4,077.25
SLPRAC	10	£50,183	£4,181.92
SLPRAC	11	£51,486	£4,290.50
SLPRAC	12	£52,672	£4,389.34
SLPRAC	13	£53,989	£4,499.09
SLPRAC	14	£55,335	£4,611.25

#### **10.0 Classroom Teacher Pay Scale**

10.1 The CEO and/or Heads of Academy will determine the starting salary within the given pay range to be offered to successful candidates. Advice must be sought from HR on this before it is confirmed to the candidate.

10.2 WHMAT's Staffing Committee has established the following **6-point pay scale** for classroom teachers paid on the main pay range from 01.09.2018:

<b>RANGE</b>	<b>LEVEL</b>	<b>ANNUAL</b>	<b>MONTHLY</b>
MT	1	£23,720	£1,976.67
MT	2	£25,594	£2,132.84
MT	3	£27,652	£2,304.34
MT	4	£29,780	£2,481.67
MT	5	£32,126	£2,677.17
MT	6	£35,008	£2,917.34

10.3 When deciding on annual progression within the pay scale, WHMAT will take into account the government's expectation that good classroom teachers should expect to reach the maximum of the main pay range within 5 years of starting their teaching career.

- 10.4 WHMAT’s Staffing Committee has established the following **3-point pay scale** for classroom teachers paid on the upper pay range (UPR) from 01.09.2018:

<b>RANGE</b>	<b>LEVEL</b>	<b>ANNUAL</b>	<b>MONTHLY</b>
UPR	1	£36,646	£3,053.84
UPR	2	£38,004	£3,167.00
UPR	3	£39,406	£3,283.84

- 10.5 The Staffing Committee will not restrict the pay range advertised above for classroom teacher posts, other than the minimum of the main pay range and the maximum of the upper pay range.

- 10.6 Unless any of the factors at 6.2 are relevant, the Staffing Committee will apply the principle of pay portability in deciding on the starting salary for a newly appointed classroom teacher. This means:

10.6.1 If they have previously worked for a local authority (LA), in a LA maintained school or in an academy in England or Wales, they will be paid on a scale point which at least maintains their previous pay entitlement, plus any pay progression which they would have received had they remained in their previous post;

10.6.2 When determining the starting salary for a classroom teacher taking up their first appointment as a qualified classroom teacher, the Staffing Committee will pay them on the main pay range and will allocate pay scale points, as a minimum, on the following basis:

**Teaching Experience**

10.6.3 One point for every year of employment as a qualified teacher or unqualified teacher (see definition in annex 2 (7)(a) of STPCD 2018) in a maintained school, academy or independent school;

**Other Experience**

10.6.4 One point for every three years of other remunerated or unremunerated relevant experience, including caring for children during a career break;

10.6.5 One point for every three years of non-teaching experience spent working in a relevant area, including time spent in an occupation relevant to a classroom teachers’ role in a school and experience with children and young people.

- 10.7 The Staffing Committee will pay a teacher on the upper pay range if:

10.7.1 The teacher is employed as a “post-threshold teacher”, as defined in STPCD’s annex 2 (p.57);

10.7.2 The teacher applied to be paid on the upper pay range in accordance with paragraph 19 of this policy and their application was successful;

10.7.3 The teacher was employed as a member of the leadership group in WHMAT or one of its predecessor schools on or after September 2000, and has secured the position for one year or more.

NB. The above criteria are only applicable without any break in the teacher's continuity of employment.

10.8 For jobs on the upper pay range, WHMAT will match the salary point, plus any pay progression which the member of staff would have received had they remained in their previous post, of any teacher who is already paid on UPR, or who meets the definition of a "post threshold teacher" in STPC&D 2018.

### **11.0 Unqualified Teacher Pay Scale**

11.1 Where an employee is a graduate teacher or is on an employment-based teacher training scheme, the Staffing Committee will determine what the teacher is to be paid based on the scale below and whether or not they are eligible for any additional allowances as a qualified or unqualified teacher.

11.2 The Staffing Committee has established the following **6-point pay scale** for unqualified teachers:

RANGE	GROUP	ANNUAL AMOUNT
UQN	1 (min)	£17,208
UQN	2	£19,194
UQN	3	£22,088
UQN	4	£23,984
UQN	5	£25,881
UQN	6 (max)	£27,216

11.3 A member of staff on the unqualified teacher scale will be notified in writing by HR of their position on the pay range and of any allowances that they may be eligible for.

11.4 The Staffing Committee may determine that an additional allowance is appropriate for unqualified teachers, where the individual has:

11.4.1 Taken on a sustained additional responsibility which is focussed on teaching and learning, and requires the use of the teacher's professional skills and/or judgment;

11.4.2 Qualifications or experience which add significant value to the role being undertaken.

11.5 An individual who works as an unqualified teacher, gains QTS and continues to work at WHMAT as a qualified teacher, will be transferred to a salary within the main pay range once they have obtained QTS (see further details at paragraph 10).

11.6 The Staffing Committee will pay the qualified teacher a lump sum which is the difference (if any) between the remuneration the teacher was paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a qualified teacher, from the date QTS was obtained to the date the lump sum is paid.

## 12.0 Teaching & Learning Responsibility Payments (TLRs)

12.1 TLRs will be awarded to classroom teachers who undertake a **sustained additional responsibility in the context of the Academy's staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning.**

12.2 The Staffing Committee will pay TLR1, TLR2 and TLR3 payments to teachers based on the following levels and values (pro-rated for part-time staff):

TLR1 (Min £7,853 – Max £13,288): [1=£7,853, 2=£9,287, 3=£11,027, 4=£13,288]

TLR2 (Min £2,721 – Max £6,646): [1=£2,721, 2=£3,870, 3=£5,127, 4=£6,646]

TLR3 (Min £540 – Max £2,683): [1=£540, 2=£1,203, 3=£1,889, 4=£2,683]

12.3 The Staffing Committee and/or Heads of Academy may only recommend payment of a TLR1 or TLR2 to a teacher if they are satisfied that the teachers' duties **include a significant responsibility that is not required of all classroom teachers** and that this responsibility:

12.3.1 Is focused on teaching and learning;

12.3.2 Requires the exercise of a teachers' professional skills and judgment;

12.3.3 Requires the teacher to lead, manage and develop a subject or curriculum area, or to lead and manage pupil development across the curriculum;

12.3.4 Has an impact on the educational progress of pupils other than the teachers' assigned classes or groups of pupils; and

12.3.5 Involves leading, developing and enhancing the teaching practice of other staff.

12.3.6 Includes line management responsibility for a significant number of people (in the case of a TLR1).

### TLR3s

12.4 The Staffing Committee and/or Heads of Academy will consider awarding a fixed-term TLR3 payment to a qualified classroom teacher for **clearly time-limited school improvement projects, or one off externally driven responsibilities.**

12.5 Heads of Academy will establish the time frame of any fixed term TLR3 payment before it is made and confirm this in writing to the employee. The payment will be provided monthly for the duration of the specified fixed term and must be kept under review by the head of academy.

12.6 To be awarded a TLR3 payment, heads must be satisfied that the teachers' additional responsibilities are not required of all other classroom teachers and that the responsibilities attracting the allowance:

12.6.1 Are focused on teaching and learning;

12.6.2 Require the use of the teachers' professional skills and judgment;

12.6.3 Require the teacher to lead and manage pupil development across the curriculum;

12.6.4 Have an impact on the educational progress of pupils other than those who are in a teachers' assigned classes

12.7 Teachers are unable to hold a TLR1 payment and a TLR2 payment at the same time; but they may hold a TLR3 payment with either a TLR1 or TLR2 payment.

12.8 Teachers will not be required to undertake permanent additional responsibilities without payment of an appropriate permanent TLR1 or TLR2 payment.

### **13.0 Acting Allowances**

#### **Teachers**

13.1 The CEO and/or heads of academy may recommend that the Staffing Committee awards an allowance to any teacher who is required to act as head of academy, deputy head or assistant head for a period in excess of 4 working weeks.

13.2 If the teacher is to be awarded an acting allowance, the payment will be backdated to the day on which they assumed the additional responsibilities. The teacher will receive an acting allowance which is equal to that of the individual who usually undertakes that role e.g. needs to be matched to the substantive post-holder's salary.

13.3 A decision by an employee to act up in these circumstances is purely voluntary and no pressure, direct or indirect, will be placed on teachers to do so.

13.4 If for any reason, it transpires that the acting up arrangement is not working out for the academy or for the employee, this should be discussed in confidence and alternative arrangements made to ensure the smooth running of the academy and the wellbeing of the employee in question. If the acting up arrangement ceases, the employee will return to their original pay, and this will be confirmed in writing and placed on their HR file so that there is an audit trail.

#### **Support Staff**

13.5 Where a support staff employee covers the full range of duties of a higher graded post for a period of 4 working weeks or more, WHMAT will pay that employee at the bottom of the appropriate higher scale for the period of acting up.

13.6 In the event of a planned absence of longer than 4 working weeks, the acting up allowance will be agreed in advance and paid to the employee from the first day. The provisions at 13.3 and 13.4 above apply equally to support staff who are acting up.

### **14.0 Special Educational Needs & Disability (SEND) Allowances**

14.1 The Staffing Committee has established the following **4-point pay scale** for SEND allowances:

GROUP	PAYMENT
1 (min)	£2,149
2	£2,733

3 £3,404

4 £4,242

14.2 SEND allowances will only be awarded to:

14.2.1 Class room teachers in special schools; or

14.2.2 Classroom teachers who are successful for any teaching post which requires a mandatory SEND qualification; or

14.2.3 Classroom teachers who are required to teach pupils in one or more designated special classes or units in an academy [this will be fact-sensitive and assessed on a case by case basis]

14.2.4 Classroom teachers, who in any non-designated setting that is analogous to a designated special class or unit where the post (1) involves a substantial element of working directly with children with special educational needs, (2) requires the exercise of a teachers' professional skills and judgment in the teaching of children with special educational needs; (3) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the academy or unit within the academy.

14.3 Where an SEND allowance is to be paid, the head of academy will determine the spot value of the allowance, taking into account the structure of the academy's SEND provision and the following factors:

14.3.1 Whether any mandatory qualifications are required for the post

14.3.2 The qualifications or expertise of the teacher relevant to the post

14.3.3 The relative demands of the post.

14.4 Teachers will be notified in writing of the amount of SEND allowance they will receive, 5 days before the first payment is made, and no later than one month before the first payment is due.

## **15.0 Honoraria (Support Staff)**

### **What are they?**

15.1 An honorarium is an allowance for support staff employees only. They exist to reward support staff employees for working over and above their roles, and/or in the circumstances at 15.2.

15.2 At WHMAT, an honorarium may be paid when:

15.1.1 an employee takes on extra responsibilities that are normally part of a job graded higher than their own whilst still working in their substantive role.

15.1.2 an employee undertakes additional work on a specific project whilst still working in their substantive role, but this project would be additional to the duties and responsibilities of the job.

15.1.3 an employee has applied for (via WHMAT's Business Case Pro-Forma) and been successful in their application for accelerated pay progression (APP) under WHMAT's

Appraisal Policy but the fact that they are at the top of their grade, means that they are prevented from making the 2-jump incremental rise that APP warrants.

**How are they paid & how much are they?**

15.3 Honoraria are paid to a relevant employee on a monthly basis. The values paid are based on grade as follows:

<b>GRADE</b>	<b>ANNUAL AMOUNT</b>	<b>MONTHLY AMOUNT</b>
1	£600	£50
2	£1,000	£83.33
3	£1,400	£116.67
4	£1,800	£150
5	£2,200	£183.33
6	£2,600	£216.67
7	£3,000	£250

15.4 Although WHMAT pays the maximum amounts per month based on grade, the Head of Academy will need to work with their local HR representative to determine the amount of honoraria to be paid, ensuring the maximum is not exceeded for that particular grade. For example, where two or more employees are receiving an honorarium to cover the duties of another post, the total payment for all employees must not exceed the maximum amount that can be paid within that grade. Payment will be calculated based on the number of days during the period (inclusive of annual leave, public holidays and intervening weekends) divided by 365.

15.5 Honoraria should not be paid to staff acting up to a higher grade. Where staff are acting up they should be moved to the higher graded post (see acting up arrangements at 13.0 above).

**How Honoraria Payments may be used**

15.6 Honoraria payments can be used as a temporary measure to maintain essential levels of service and also may be used for some duties that need to be covered as a result of the extended absences of another employee or a vacancy, particularly where the duties of the vacant job are shared between other employees instead of asking one of them to act up into the whole post.

15.7 Honoraria payments cannot be used to cover the annual leave of another employee and employees need to have been in post for at least 4 working weeks before they can be paid.

**How long can they last?**

15.8 Honoraria may be used as a temporary measure e.g. to reward an employee for the time during which they have worked over and above their grade/role.

- 15.9 If they are to last longer than 3 working months, they should be reviewed by HR and the Head of Academy (CEO for Head Office colleagues) every 3 months to ensure that the allowance is still justified and affordable.
- 15.10 In certain circumstances, WHMAT may pay honorariums for up to a maximum of 12 months. In such circumstances a clear business case, authorised by the head of academy (CEO for Head Office colleagues), will need to be submitted to the Director of HR outlining the reasons why an honorarium payment is required for such an extended period (see business case at appendix F).
- 15.11 In exceptional circumstances where there is a requirement for a honoraria payment to extend beyond 12 months, a further business case outlining the reason for the extension will be required, approved by the Director of HR, in consultation with the CEO. However, in these circumstances where there is a need to pay a honoraria payment for such an extended period of time it is recommended that WHMAT reviews the duties of the post holder and considers undertaking a job evaluation, to see if the extension of duties, is such that a re-grade is feasible, rather than continuing to pay an honorarium.
- 15.12 Honoraria should not be paid where the duties and responsibilities can reasonably form part of the appraisal objectives which could be set for the employee's substantive job.

#### **How do they come to an end?**

- 15.13 Honoraria are not transferable upon changing post. If an employee receives a regrade or takes on a new post within WHMAT, the employee will not automatically be entitled to the payment. It will be incumbent on the head of academy (CEO for head office staff), to review whether or not any of the circumstances at 15.2 still apply.
- 15.14 Honoraria payments will end on a fixed date, unless a business case for an extension has been submitted and agreed by the Director of HR. If an extension is turned down or a fixed end date has been agreed, the employee's pay reverts to the level at which they were previously paid (including any pay protection).
- 15.15 HR will ensure that an employee receives written confirmation of when their honorarium is coming to an end and/or whether or not a request for it to be extended has been successful.

#### **16.0 Recruitment & Retention Incentives & Additional Payments**

- 16.1 The Staffing Committee, on the recommendation of the CEO or heads of academy, may exercise its discretion to award recruitment and retention incentives to any relevant WHMAT employees or job applicants. WHMAT will determine what payments, support or benefits will be awarded to recruit and retain employees, and any conditions attached to them.
- 16.2 A one-off recruitment and retention payment may be awarded:
- a) to teachers in hard to recruit/shortage subjects (recruitment incentive);
  - b) for any vacancy advertised unsuccessfully on at least 2 occasions (recruitment incentive);

c) to match the current salary of a WHMAT employee selected fairly for appointment who otherwise would not accept appointment to WHMAT (recruitment incentive);

d) to fulfil an earlier contractual commitment (retention incentive); or

e) if difficulties are encountered in retaining key staff (retention incentive).

16.3 Incentives and benefits may be awarded as a one-off lump sum or over a fixed period. HR will consult with the CEO or head of academy as appropriate to ensure that written clarification about the award is provided to the relevant employee, before any payment is made. This letter should clarify:

a) whether the payment is for recruitment or retention;

b) the nature of the payment (cash sum, travel or housing costs etc.)

c) when/how it will be paid e.g. with monthly salary or at the end of a specified period

d) unless it is a “one-off award”, the start date and expected duration of the incentive;

e) the review date after which it may be withdrawn.

A paper trail should be evident on the employee’s HR file to ensure accountability for the award of discretionary public monies.

16.4 A regular formal review of any such benefits will be conducted by the CEO (if being awarded to heads or head office colleagues) and by heads of academy to ensure that the payment can still be justified and is affordable. If the reasons for the allowance no longer exist, the payment may be withdrawn or reduced subject to written notice to the employee.

#### **Relocation Expenses**

16.5 The Staffing Committee, on the recommendation of the CEO or heads of academy as appropriate, may award employees who are relocating to Birmingham from other regions in the UK, or from abroad, to take up a permanent WHMAT contract, a one-off contribution of up to £400 (including VAT) for their relocation expenses. This is a purely discretionary allowance and whether or not it is offered and/or the amount offered, will depend on the circumstances.

#### **Out-of-school hours learning activities/Continuing professional development**

16.6 WHMAT will not usually encourage attendance at work-related CPD/training events that take place outside of their working hours, during evenings, weekends or during holidays. If, however, in exceptional circumstances, there is a business need for such attendance, and the employee is happy to attend, the employee will be compensated for their attendance as follows:

16.5.1 1/195 of their annual salary for each day of training (teachers);

16.5.2 for 1 day of their annual salary for each day of training (support staff).

16.7 The allowance at 16.5 excludes any apprenticeships that WHMAT has agreed to fund through its apprenticeship levy.

## **Discretionary Payments**

- 16.8 The Staffing Committee, on the recommendation of the CEO or heads of academy may also make discretionary payments as they see fit in respect of a) activities relating to the provision of initial teacher training as part of the ordinary business of WHMAT; or b) additional responsibilities and activities due to additional services undertaken by a head or member of the leadership team which supports the raising of educational standards in one or more WHMAT academies.

## **17.0 Salary Safeguarding Arrangements**

- 17.1 WHMAT will follow the STP&CD and safeguard teachers' salaries if their post is revised or removed as a result of:

17.1.1 Closure of one or more base academies within WHMAT; and/or

17.1.2 Organisational restructuring which lead to a) a TLR1 or TLR2 payment being removed or reduced; b) an SEN allowance being removed or reduced; c) an unqualified teacher's allowance being removed or reduced; d) a leadership pay range or leading practitioner pay range being removed or reduced

- 17.2 If support staff pay is reduced following organisational restructuring, WHMAT will safeguard salary for 6 months from when the new structure is implemented in line with its *Managing Organisational Change Policy* (see [www.washwoodmat.com](http://www.washwoodmat.com), policies tab).

- 17.3 If pay or allowances are reduced or removed in line with paragraph 17, the employee will receive an amended salary statement within 1 month of the change taking effect, unless there are exceptional circumstances.

## **18.0 How we will decide on pay progression**

### **Pay Progression Based on Performance**

- 18.1 At WHMAT, all employees can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development and helps to enhance their professional practice (see detail in separate teacher and appraisal policies at [www.washwoodmat.com](http://www.washwoodmat.com), policies tab).

- 18.2 WHMAT will ensure that all salaries are reviewed once a year between 1<sup>st</sup> September and 31<sup>st</sup> October, in alignment with its annual appraisal cycle. However, reviews may also take place at other times of the year to reflect any changes in circumstances, agreed amendments to a role/job description or in response to a request for consideration of a re-grade (support staff only).

- 18.3 Decisions regarding pay progression will be made with reference to appraisal reports and pay recommendations from nominated appraisers. In the case of NQTs, pay decisions will be made by means of the statutory induction process.

- 18.4 The CEO and Staffing Committee will endeavour to complete the pay reviews by mid-November each year and each employee will receive a letter from HR by 30<sup>th</sup> November confirming the outcome of their latest appraisal cycle, with details of the pay appeals process and a salary statement confirming the impact of the appraisal cycle on their pay. A copy of the salary statement will be retained on their HR files in line with WHMAT's Data Retention

Policy. All pay awards will be back-dated to 1<sup>st</sup> September in line with WHMAT's appraisal cycle.

- 18.5 Pay progression is not automatic and it will be possible for a 'no progression' determination to be made without recourse to WHMAT's Capability Policy. However, those subject to informal support under appraisal or formal capability proceedings during the appraisal review period will be deemed unsatisfactory performers and will not therefore meet the requirements for pay progression for that cycle.

#### **Disabled Employees**

- 18.6 WHMAT will make reasonable adjustments to the appraisal process as it sees fit for any employees who are absent during the cycle due to a disability. Any pay progression will be backdated in the normal way to 1<sup>st</sup> September.

#### **Pregnancy & Maternity Leave**

- 18.7 If employees are absent due to maternity for some or all of their appraisal cycle, WHMAT will ensure that they do not suffer any financial detriment as a result. Appraisers will endeavour to complete appraisals before an employee commences maternity leave where this is reasonable. If they are unable to attend a final review meeting due to maternity, the appraisal outcome will be made on the basis of the previous year's appraisal outcome where possible. If this is not possible, because the employee was not an employee of WHMAT at the time, they will be invited to attend their final review meeting as part of an agreed Keeping in Touch Day (KIT Day) or for it to take place on their return, with any incremental progression being back-dated in the normal way to 1<sup>st</sup> September.

#### **19.0 Applying to be paid on the upper pay range (UPR) & progression within UPR**

- 19.1 All qualified teachers are entitled to apply to be paid on the UPR and any application will be assessed in line with this policy.
- 19.2 Teachers may apply to be paid on UPR whilst on any spinal point within the main pay range. It is their responsibility to decide whether or not they wish to apply to be paid on it.
- 19.3 Teachers can only apply for UPR once per academic year using the business case in the teachers' appraisal toolkit. The application must be received by the head of academy by no later than the start of the October half term.
- 19.4 Applications must be reviewed by heads of academy by mid-November at the latest and recommendations made to the CEO in writing for discussion with the Staffing Committee. Heads should use the checklists in the Teachers' Appraisal toolkit to help ensure a consistent approach to applications received.
- 19.5 The CEO will moderate the applications received across WHMAT with the support of the Director of HR as appropriate.

#### **Assessment**

- 19.6 To move a teacher to the UPR, the head/CEO & Staffing Committee will be satisfied that:
- 19.6.1 The teacher is ***highly competent in all elements of the teachers' standards***; and

19.6.2 The teachers' *achievements and contribution to their academy have been "substantial" and "sustained"*.

- 19.7 **"Highly competent" means showing that they have made a significant contribution to improving standards of teaching and learning for other staff.** This means performance which is good enough to provide coaching, mentoring and advice to other teachers, and demonstrate to them effective teaching practice and how to make a wider contribution to the work of their base academy, in order to help them meet the relevant standards and develop their teaching practice.
- 19.8 "Substantial" means the teachers' contributions are of real importance or value to their base academy; play a critical role in the life of 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.
- 19.9 "Sustained" means showing that the UPR progression criteria have been met successfully during 2 consecutive performance appraisals **i.e. that they have maintained the contributions over at least 2 years.**
- 19.10 In making its recommendation to the CEO about whether or not to approve, the head of academy should have regard to the two most recent appraisal reviews.
- 19.11 If successful, applicants will move to the UPR from 1<sup>st</sup> September and pay will be backdated accordingly.
- 19.12 If unsuccessful, feedback will be provided by heads of academy in a one-to-one meeting, within 5 working days of the outcome notification. The head will explain why the application was unsuccessful and provide advice on how the teacher can improve when making another application in the future.
- 19.13 All applicants will also receive an outcome letter by the end of November, confirming whether or not their application has been successful and the basis for that decision. Any appeal against a decision not to move the teacher on to the UPR or for progression within the UPR, will be heard in line with the appeal process at appendix G.

#### **Progression within UPR**

- 19.14 The principles and process above also apply to any teacher who applies to progress within the UPR except that progression would not normally be considered unless an applicant can show 2 years of sustained high quality performance and:
- 19.14.1 that they have continued to meet the teachers' standards in relation to their role and responsibilities;
- 19.14.2 that they have continued to grow professionally; and
- 19.4.3 that they have continued to make a contribution to their base academy which is "substantial" and "sustained" as per 19.7 to 19.9 above. "Sustained" in the context of progression within UPR, means showing a contribution maintained for 2 years since they were last moved from one point to another on the UPR.

## **20.0 Appealing a decision on pay progression**

- 20.1 If, following the appraisal process, an employee is seeking a review of any decision that affects their salary they should attempt to resolve the matter informally through discussion with their appraiser, or Head of Academy.
- 20.2 If, following informal attempt at resolution, the matter remains unresolved, the Pay Appeal Procedure at Appendix G will be followed. The employee will have a formal right of appeal to WHMAT's Staffing Committee **within 4 working weeks of receiving notification of their decision on pay.**

## **21.0 Salary Sacrifice Arrangements**

- 21.0 Employees may voluntarily enter into salary sacrifice arrangements such as childcare voucher schemes by making contact with their local HR contact. Such schemes require them to sacrifice part of their gross monthly salary in return for WHMAT's agreement to provide a benefit-in-kind, which is exempt from income tax.

## **22.0 Job Evaluation**

- 22.1 As one employer across 7 different sites, WHMAT acknowledges that staff may on occasions perceive that a colleague is being paid at a different grade for the same or similar work, or that their roles and responsibilities have grown so significantly that their role merits a regrade.
- 22.2 In these circumstances, the employee should make any requests for a regrade and the reasons for that regrade known to their local HR contact in a business case, who will discuss this with the Director of HR. No regrades for school based support staff roles will be considered or actioned without an independent job evaluation exercise and salary benchmarking being carried out.

## **23.0 Job Descriptions**

- 23.1 Heads of Academy (Director of HR for Head Office staff) will ensure that each member of staff is provided with a job description/list of duties that corresponds with their role in the staffing structure. Job descriptions should be reviewed annually between appraiser and appraisee as part of the appraisal process. This should be a two-way process so that the employee is consulted before any changes are made.

## **24.0 Monitoring & Review**

- 22.1 The Director of HR will review this Policy annually subject to consultation with employees and the Staffing Committee.
- 22.2 Any changes made to this Policy will be communicated to relevant employees and stakeholders.

Appendix A-Support Staff Pay Bands 2018

	<b>GR1</b>		<b>GR2</b>		<b>GR3</b>		<b>GR4</b>		<b>GR5</b>		<b>GR6</b>		<b>GR7</b>	
<b>10</b>	<b>£16,863</b>	<b>19</b>	<b>£19,446</b>	<b>28</b>	<b>£25,463</b>	<b>37</b>	<b>£33,136</b>	<b>46</b>	<b>£41,846</b>	<b>55</b>	<b>£53,504</b>	<b>64</b>	<b>£71,454</b>	
<b>9</b>	<b>£16,755</b>	<b>18</b>	<b>£18,870</b>	<b>27</b>	<b>£24,657</b>	<b>36</b>	<b>£32,233</b>	<b>45</b>	<b>£40,858</b>	<b>54</b>	<b>£51,948</b>	<b>63</b>	<b>£68,675</b>	
<b>8</b>	<b>£16,626</b>	<b>17</b>	<b>£18,672</b>	<b>26</b>	<b>£23,866</b>	<b>35</b>	<b>£31,401</b>	<b>44</b>	<b>£39,961</b>	<b>53</b>	<b>£50,503</b>	<b>62</b>	<b>£66,489</b>	
<b>7</b>	<b>£16,495</b>	<b>16</b>	<b>£18,319</b>	<b>25</b>	<b>£23,111</b>	<b>34</b>	<b>£30,756</b>	<b>43</b>	<b>£39,002</b>	<b>52</b>	<b>£49,041</b>	<b>61</b>	<b>£64,372</b>	
<b>6</b>	<b>£16,394</b>	<b>15</b>	<b>£17,972</b>	<b>24</b>	<b>£22,401</b>	<b>33</b>	<b>£29,909</b>	<b>42</b>	<b>£38,052</b>	<b>51</b>	<b>£47,591</b>	<b>60</b>	<b>£62,333</b>	
		<b>14</b>	<b>£17,681</b>	<b>23</b>	<b>£21,693</b>	<b>32</b>	<b>£29,055</b>	<b>41</b>	<b>£37,107</b>	<b>50</b>	<b>£46,139</b>	<b>59</b>	<b>£60,362</b>	
		<b>13</b>	<b>£17,391</b>	<b>22</b>	<b>£21,074</b>	<b>31</b>	<b>£28,221</b>	<b>40</b>	<b>£36,153</b>	<b>49</b>	<b>£44,697</b>	<b>58</b>	<b>£58,456</b>	
		<b>12</b>	<b>£17,173</b>	<b>21</b>	<b>£20,541</b>	<b>30</b>	<b>£27,358</b>	<b>39</b>	<b>£35,229</b>	<b>48</b>	<b>£43,757</b>	<b>57</b>	<b>£56,623</b>	
		<b>11</b>	<b>£17,007</b>	<b>20</b>	<b>£19,819</b>	<b>29</b>	<b>£26,470</b>	<b>38</b>	<b>£34,106</b>	<b>47</b>	<b>£42,806</b>	<b>56</b>	<b>£55,053</b>	

## **Appendix B-Teachers' Pay Award (September) 2018**

The 2018 version of the School Teachers' Pay and Conditions document (STP&CD) was released on 14<sup>th</sup> September 2018 and confirmed the uplifts that would be made to teachers' pay and how it would be funded.

It is up to academies how they implement the recommended pay awards. As a MAT, WHMAT is not legally obliged to follow the STP&CD but follows this currently.

### **Recommended Uplifts v. WHMAT Uplifts**

The recommended uplifts in STP&CD appear in black below and the actual uplifts approved by WHMAT's Staffing Committee, which fall in line with Birmingham City Council, appear in red below:

- Main pay range and unqualified teachers' pay range – 3.5% to minimum and maximum [3.5% to all pay points within the said pay ranges]
- Upper pay range, leading practitioner range & allowances across all pay ranges (including TLR & SEN allowances)– 2% uplift to minimum and maximum [2% uplift to all pay points within the said pay ranges]
- Leadership pay range (including head groups) – 1.5% to minimum and maximum [1.5% to all pay points within the said pay ranges]

All pay lifts will be back-dated to 1<sup>st</sup> September 2018.

### **How will the rises be funded?**

The rises will partially be funded by the new teachers' pay grant and will be paid by the ESFA. This fund will only cover part of the pay award as WHMAT has agreed to pay over and above the recommended uplifts to assist with recruitment and retention of staff (see details in red above). The fund is based on a per pupil (aged 2 to 19) basis.

## Appendix C – Group Sizes & Leadership Pay Ranges

As per the School Teachers' Pay and Conditions Document 2018

Based on pupil numbers within each WHMAT academy

GROUP	TOTAL PUPILS/TOTAL UNIT SCORE	SALARY RANGE
Group 1	Up to 1,000	£45,213 to 60,153
Group 2	1,001 to 2,200	£47,501 to 64,736 Topcliffe/Gossey Lane/Brownmead
Group 3	2,201 to 3,500	£51,234 to 69,673 Firs
Group 4	3,501 to 5,000	£55,064 to 74,985
Group 5	5,001 to 7,500	£60,755 to 82,701 Tile Cross
Group 6	7,501 to 11,000	£65,384 to 91,223 Saltley
Group 7	11,001 to 17,000	£70,370 to 100,568 Washwood Heath
Group 8	17,001+	£77,613 to 111,007

Appendix D – Leadership Pay Ranges

<u>Range</u>	<u>Level</u>	<u>FROM</u> <u>01.09.2018</u> <u>(Annual Value)</u>	<u>FROM</u> <u>01.09.2018</u> <u>(Monthly</u> <u>Value)</u>
LAH/LDH	1	39,965.00	3,330.42
LAH/LDH	2	40,966.00	3,413.84
LAH/LDH	3	41,989.00	3,499.09
LAH/LDH	4	43,034.00	3,586.17
LAH/LDH	5	44,106.00	3,675.50
LAH/LDH	6	45,213.00	3,767.75
LAH/LDH	7	46,430.00	3,869.17
LAH/LDH	8	47,501.00	3,958.42
LAH/LDH	9	48,687.00	4,057.25
LAH/LDH	10	49,937.00	4,161.42
LAH/LDH	11	51,234.00	4,269.50
LAH/LDH	12	52,414.00	4,367.84
LAH/LDH	13	53,724.00	4,477.00
LAH/LDH	14	55,064.00	4,588.67
LAH/LDH	15	56,434.00	4,702.84
LAH/LDH	16	57,934.00	4,827.84
LAH/LDH	17	59,265.00	4,938.75
LAH/LDH	18	60,755.00	5,062.92
HPR	18	60,153.00	5,012.75
LAH/LDH	19	62,262.00	5,188.50
LAH/LDH	20	63,806.00	5,317.17
LAH/LDH	21	65,384.00	5,448.67
HPR	21	64,736.00	5,394.67
LAH/LDH	22	67,008.00	5,584.00
LAH/LDH	23	68,667.00	5,722.25
LAH/LDH	24	70,370.00	5,864.17
HPR	24	69,673.00	5,806.09
LAH/LDH	25	72,119.00	6,009.92
LAH/LDH	26	73,903.00	6,158.59
LAH/LDH	27	75,735.00	6,311.25
HPR	27	74,985.00	6,248.75
LAH/LDH	28	77,613.00	6,467.75
LAH/LDH	29	79,535.00	6,627.92
LAH/LDH	30	81,515.00	6,792.92
LAH/LDH	31	83,528.00	6,960.67
HPR	31	82,701.00	6,891.75
LAH/LDH	32	85,605.00	7,133.75
LAH/LDH	33	87,732.00	7,311.00
LAH/LDH	34	89,900.00	7,491.67
LAH/LDH	35	92,135.00	7,677.92
HPR	35	91,223.00	7,601.92
LAH/LDH	36	94,416.00	7,868.00
LAH/LDH	37	96,763.00	8,063.59
LAH/LDH	38	99,158.00	8,263.17
LAH/LDH	39	101,574.00	8,464.50
HPR	39	100,568.00	8,380.67
LAH/LDH	40	104,109.00	8,675.75
LAH/LDH	41	106,709.00	8,892.42

<b>LAH/LDH</b>	42	<b>109,383.00</b>	<b>9,115.25</b>
<b>LAH/LDH</b>	43	<b>111,007.00</b>	<b>9,250.59</b>
<b>HPR</b>	43	<b>111,007.00</b>	<b>9,250.59</b>

**Appendix E Business Case Pro-Forma – Requests to amend leadership pay range**

**SCHOOL TEACHERS’ PAY AND CONDITIONS DOCUMENT**

**DETERMINING LEADERSHIP PAY**

**RECORD OF THE REASONING BEHIND THE DETERMINATION OF THE EXISTING HEAD TEACHER’S  
PAY RANGE, AND ANY TEMPORARY PAYMENTS TO BE MADE TO A HEAD TEACHER**

Name of academy \_\_\_\_\_

Record of a discussion in the \_\_\_\_\_ Staffing \_\_\_\_\_ Committee of the Board of  
Trustees on [insert date] \_\_\_\_\_

Submitted to and approved by the Staffing Committee on [insert date] \_\_\_\_\_

Effective date for new pay range \_\_\_\_\_

**Unit total and head teacher group**

Insert unit total and head teacher group (sometimes called the group size of the academy – there are eight head teacher groups in the Document) calculated as required by the School Teachers’ Pay and Conditions Document. If the head teacher is in charge of more than one academy on a permanent basis, then the unit total and head teacher group must be calculated as if both academies were one.

Unit total \_\_\_\_\_ Group \_\_\_\_\_

**Factors to be taken into account in determining the pay range**

**A. Questions to be asked in order to decide “all of the permanent responsibilities of the role”**

<b>How many pupils are there in the academy? Is the unit total near the top of the head teacher group?</b>	
<b>Is this number planned to increase in the near future?</b>	
<b>How many staff are employed in the academy?</b>	
<b>Does the governing body run a children’s centre with children who are not pupils of the academy? If so, how would the unit total be affected if they could be counted as pupils?</b>	
<b>Are there regular before and after school clubs run by the academy or out-of-school hours learning activities before or after school?</b>	

<b>Is the academy a Teaching School?</b>	
<b>Is the head teacher a National or Local Leader of Education?</b>	
<b>Does the academy provide initial teacher training?</b>	
<b>Is there a resource base for special educational needs at the academy?</b>	
<b>Other questions?</b>	

**B. Questions to be asked to be asked to identify “any challenges which are specific to the role”**

<b>How many pupils are eligible for free school meals? How much is the Pupil Premium allocation?</b>	
<b>Are there many pupils for whom English is not their first language?</b>	
<b>Are there many pupils whose families have arrived recently in this country?</b>	

<b>Is there an unusually high turnover of pupils?</b>	
<b>Is the academy in special measures or has it been judged as in need of improvement?</b>	
<b>Is the academy on a split site?</b>	
<b>Are there financial difficulties requiring management action?</b>	
<b>Is there a need to develop more parental involvement?</b>	
<b>Other questions?</b>	

**C. Questions to be asked to determine “other relevant considerations”**

<b>Does the staffing committee wish to pay more in order to retain the existing head teacher?</b>	
<b>Where a new pay range is being set for an existing head teacher, what is the head teacher’s current leadership spine point and are there any discretionary payments which</b>	

<b>need to be incorporated into the new pay range?</b>	
<b>Other questions?</b>	

**Assessment of pay range taking into account the answers to A to C above:**

**Head teacher group minimum and maximum values: \_\_\_\_\_**

**Does a pay range within this group adequately reflect the permanent responsibilities of the role,  
any challenges specific to the role and other relevant considerations?**

**If so, should the pay range be towards the bottom, middle or top of the group values?**

**If not, which of the answers to A to C above, taken together, justify going above the maximum of  
the head teacher group? List these factors below:**

**If the pay range is to exceed the maximum of the head teacher group, by how much (subject to the maximum of 25 per cent of the maximum of the head teacher group)?**

**Set out the reasoning for this amount, indicating the weighting attached to each factor:**

**Will the pay range use the old leadership spine points for progression purposes?**

**If so, how many points will there be within the range in order to allow for progression as required by the School Teachers' Pay and Conditions Document?**

**If not, how else will progression within the pay range be determined?**

**What will be the starting point on the range?**

**Summary: Pay range:**

**Starting point:**

**Points within the range for progression**

**For residential special schools calculate the amount of the special payment in accordance with the detailed provisions of the Joint Negotiating Committee for teachers in residential establishments**

**(HR Services for Schools will help)**

**Temporary additional responsibilities**

**Are any of the following applicable? If so, indicate the amount to be paid, if any.**

	<b>Whether an additional payment is to be made, how much and anticipated expiry date</b>
<b>Is the head teacher taking temporary charge of one or more additional academies? If so, what would be the unit total for all the academies taken as one?</b>	

<p><b>Has the head teacher been asked by the staffing committee to provide support to other academies(s), as distinct from taking charge (other than being a NLE or LLE, a factor taken into account in A above)? Is this resulting in extra work or is the deputy taking on more work to cover for the head teacher's absence?</b></p>	
<p><b>Does the head teacher teach or lead pupils in out-of-school hours learning activities (as distinct from being responsible overall for the management of these activities)? What payment does the governing body make to other teachers invited to participate in such activities?</b></p>	
<p><b>Is the head teacher required to oversee major building work at the academy? Is this a significant extra responsibility? Has it been delegated to another member of staff?</b></p>	
<p><b>Other – specify</b></p>	

Signed \_\_\_\_\_ Chair of Committee

**SCHOOL TEACHERS' PAY AND CONDITIONS DOCUMENT**

**DETERMINING LEADERSHIP PAY**

**RECORD OF THE REASONING BEHIND THE DETERMINATION OF AN EXISTING DEPUTY HEAD  
TEACHER'S PAY RANGE**

Name of academy \_\_\_\_\_

Name of deputy (where there is more than one deputy in the academy)

\_\_\_\_\_

Record of a discussion in the \_\_\_\_\_ Staffing Committee of the Board of  
Trustees on [insert date] \_\_\_\_\_

Submitted to and approved by the Staffing & Pay Committee on [insert date] \_\_\_\_\_

Effective date for new pay range \_\_\_\_\_

Factors to be taken into account in determining the pay range

**A. Questions to be asked in order to decide "all of the permanent responsibilities of the role"**

How many pupils are there in the academy?	
Is this number planned to increase in the near future?	
How many staff are employed in the academy? How many staff does the deputy head teacher manage?	
Is the head teacher also the head teacher of another school? If so, how much extra responsibility does the deputy head teacher carry as a result?	

Does the governing body run a children’s centre with children who are not pupils of the school? Does the deputy head teacher have particular responsibility for managing this centre?	
Are there regular before and after school clubs run by the school or out-of-school hours learning activities before or after school? Does the deputy head teacher have particular responsibility for managing these?	
Is the academy a Teaching School?	
Is the head teacher a National or Local Leader of Education? Does this require the head teacher’s frequent absence from the academy? If so, does the deputy head teacher carry extra responsibility?	
Has the head teacher been asked by the governing body to provide support to other academies, as distinct from taking charge? Is the deputy taking on more responsibility to cover for the head teacher’s absence? Or is the deputy helping to provide support to other academies?	
Is the head teacher absent as a practising Ofsted inspector or for any other purpose approved by the governing body? If so, does the deputy head teacher carry extra responsibility in the head teacher’s absence?	
Does the academy provide initial teacher training? Does the deputy head teacher have particular responsibility for this?	
Is there a resource base for special educational needs at the academy? Does the deputy head teacher have particular responsibility for this?	
What other specific responsibilities are delegated to the deputy by the head teacher?	
Other questions?	

**B. Questions to be asked to be asked to identify “any challenges which are specific to the role”**

How many pupils are eligible for free school meals? How much is the Pupil Premium allocation?	
Are there many pupils for whom English is not their first language?	
Are there many pupils whose families have arrived recently in this country?	
Is there an unusually high turnover of pupils?	
Is the academy in special measures or has it been judged as in need of improvement?	
Is the academy on a split site? Is the deputy in day-to-day charge of one of these sites?	
Are there financial difficulties requiring management action? Is the deputy expected to assist with this?	
Is there a need to develop more parental involvement? Does the deputy have particular responsibility for this?	
Other questions?	

**C. Questions to be asked to determine “other relevant considerations”**

Does the staffing committee or the head wish to pay more in order to retain the existing deputy head teacher?	
Where a new pay range is being set for an existing deputy head teacher, what is the deputy’s current leadership spine point and are there any discretionary payments which need to be incorporated into the new pay range?	
Other questions	

**Assessment of pay range taking into account the answers to A to C above:**

**Head teacher group maximum – the pay range of the deputy must not exceed this figure:**

\_\_\_\_\_

**What differential would be appropriate between the head teacher, deputy head teacher(s) and assistant head teacher(s)? Normally the pay ranges of the head teacher and deputy should not overlap. If there is more than one deputy head teacher and they have different levels of responsibility the pay ranges may differ to reflect the differences.**

**Which of the answers to A to C above should be taken into account in determining the pay range of the deputy head teacher? List these factors and the weighting attached to them.**

**Will the pay range use the old leadership spine points for progression purposes?**

**If so, how many points will there be within the range in order to allow for progression as required by the School Teachers' Pay and Conditions Document?**

**If not, how else will progression within the pay range be determined?**

**What will be the starting point on the range?**

**Summary: Pay range:**  
**Starting point:**  
**Points within the range for progression**

**For residential special schools calculate the amount of the special payment in accordance with the detailed provisions of the Joint Negotiating Committee for teachers in residential establishments (HR Services for Schools will help)**

**Additional payments**

**Is it appropriate to make additional payments for any of the following purposes permitted under the School Teachers' Pay and Conditions Document? Have any of these factors already been taken into account in setting the pay range? Or are they only undertaken on a temporary basis and therefore have not been taken into account in setting the pay range?**

<b>Does the deputy head teacher teach or lead pupils in out-of-school hours learning activities (as distinct from helping with the management of these activities)? What payment does the staffing committee make to other teachers invited to participate in such activities?</b>	
<b>Does the deputy head teacher help the head teacher provide support to other academies? Or does the deputy head teacher have additional responsibility because the head teacher is absent helping other academies?</b>	
<b>Does the deputy head teacher help with any initial teacher training temporarily provided by the academy?</b>	
<b>Does the staffing committee wish to pay a retention benefit (which has to be reviewed regularly)? Does it pay such benefits to other teachers?</b>	

Signed \_\_\_\_\_ Chair of Staffing Committee

**Appendix F – Business Case for Extension of an Honorarium for Member of Support Staff**

**To be completed by Head of Academy (CEO for Head Office staff) (Applicant) with support of local HR contact and emailed to Director of HR if proposing to pay or extend an honorarium for longer than 3 months for a member of support staff**

**Name of Applicant:**

**Base Academy:**

**Employee in Receipt of Honorarium [Name]:**

**Grade of Employee:**

**Base Academy of Employee:**

**Annual Value of Honorarium:**

**Monthly Value of Honorarium:**

**Date Honorarium Started:**

**Details of Extension Required [How long for? Reasons? Is it affordable? Is it justified – see paragraph 15 of WHMAT Pay Policy?]:**

**Agreed by Director of HR on [date] as:**

**Turned down by Director of HR on [date] as**

**Passed to Schools HR on [date]**

## Appendix G – Pay Appeal Procedure

**The process below should be followed by all WHMAT employees who perceive that a decision made over their pay is unfair and/or incorrect**

1. Employees who are dissatisfied with their pay determination following annual appraisal should first discuss this with their appraiser or head of academy, so that they can attempt to resolve it informally.
2. If the employee believes that their pay outcome has still not been properly resolved following the informal resolution at 1 above, or where informal resolution is not possible, they may appeal to WHMAT's Staffing Committee by submitting a written letter marked for the attention of the Chair of the Staffing Committee, to WHMAT's Company Secretary at [asutheran@washwoodconnect.com](mailto:asutheran@washwoodconnect.com) within 4 working weeks of receiving their outcome letter and salary statement from HR. The letter must set out clearly their reasons for appealing. The usual reasons for appealing a pay decision may include (but this list is not exhaustive):
  - a) The Pay Policy and/or Appraisal Policy was incorrectly applied
  - b) The decision contravenes national terms and conditions e.g. School Teachers' Pay & Conditions Document, the Green Book for Support Staff or other relevant statutory guidance
  - c) The decision contravenes equality legislation
  - d) Relevant evidence was not taken into account when considering the outcome
  - e) Irrelevant or inaccurate evidence was taken into account
  - f) The outcome/decision was biased
3. The employee will be invited to an appeal meeting (see appendix I). The Staffing Committee will hear the appeal as soon as reasonably possible. Any appeal should be heard by a panel of no less than 3 Board Trustees who were not involved in the original decision on pay. The employee may be accompanied by a single work place colleague or trade union representative. The Staffing Committee may be supported with due process by a WHMAT HR technical advisor and a local HR contact or Clerk will be asked to keep a confidential note of the meeting. The local HR contact will liaise with the Company Secretary to secure the date/time for the meeting and will confirm the details in writing to all parties. A formal meeting shall take place and the employee will be given the opportunity to make representations in person. Depending on the reasons for the employee's appeal, it may be necessary to call the appraiser or other relevant individuals as a witness to the appeal.
4. On the day of the appeal, the Chair will make the necessary introductions and explain the purpose of the meeting. The employee will start by making representations in support of their appeal, as set out in their appeal letter. The Chair will usually require the appraiser or another relevant witness in support of management to respond to the appeal. If any additional witnesses have been called, they will be called either in support of the employee's appeal or in response to the appeal. Both sides will be given the opportunity to ask questions about representations made by the other. The Staffing Committee and the technical advisor will also be given an opportunity to ask questions in order to seek clarity on any evidence presented. The employee appealing will be asked to sum up their case, followed by management. The Staffing Committee will then adjourn with the technical advisor to review the evidence and decide whether or not to uphold the appeal in full or in part, or to dismiss

the appeal in whole or in part. The other parties will be asked to leave the meeting room whilst the deliberations are taking place. The employee will be given the option of waiting to hear the outcome of the appeal, or of receiving the outcome in writing within 5 working days of the appeal meeting.

5. Once the deliberations have taken place, the employee will be invited to return to the room if they have opted to wait to hear the decision. The Chair will confirm the decision verbally and in writing within 5 working days (see appendix J for appeal outcome letter). The letter will explain the decision and the reasons for the decision. If the appeal is upheld, a revised copy of the salary statement will be attached. The decision will be final and there will be no further recourse to WHMAT's grievance procedure.

## **APPENDIX H - Format – Pay Appeal Meeting**

1. The employee and his/her representative and the Head of Academy/CEO or other person responding to the employee's appeal shall attend the meeting simultaneously to present their respective cases.
2. The chair of the appeal committee will perform the necessary introductions.
3. The employee and/or the employee's representative will present the employee's appeal and may call witnesses.
4. The Head of Academy or other person responding to the appeal may question the employee and/or the employee's representative about their appeal.
5. The members of the appeal committee and the HR representative may question the employee and/or the employee's representative about their appeal.
6. The Head of Academy or other person responding to the appeal will present a response and may call witnesses.
7. The employee and/or the employee's representative may question the Head of Academy or other person responding to the appeal.
8. The members of the appeal committee and the HR representative may question the Head of Academy or other person responding to the appeal.
9. The questioning of any witnesses called will follow the procedure outlined above.
10. The employee and/or the employee's representative will sum up the employee's appeal.
12. The Head of Academy or other person responding to the appeal will sum up their response to the employee's appeal.
13. The Head of Academy or other person responding to the appeal and the employee and the employee's representative will withdraw from the meeting room so that deliberations can take place.
13. The appeal committee will consider the evidence presented and reach a decision and prepare an outcome letter with support from HR.
14. The committee may recall the Head of Academy or other person responding to the appeal and the employee with the employee's representative to clear points of uncertainty on the evidence given, provided that both parties are recalled even if the point of uncertainty concerns the evidence of one party only.
15. If the employee has indicated that they wish to hear the outcome verbally, they will usually be asked to return to the meeting room briefly so that the Chair can confirm the decision. A formal decision will be confirmed in writing within 5 working days of the meeting, unless there are exceptional circumstances.

## APPENDIX I. Invite to Appeal Meeting



*Insert Academy Letterhead*

[Date]

### **Strictly Private & Confidential**

[Name]

[Address]

[Postcode]

### **APPEAL MEETING**

I am writing to invite you to an appeal meeting on (*date*)..... at .....a.m./p.m. The meeting will be held in (*venue*)..... and will be before WHMAT's Staffing & Pay Committee. The meeting will be chaired by (*name*) ..... and other members of the committee will be (*name*) ..... and (*name*) .....

The meeting will be conducted in accordance with WHMAT's Pay policy (see copy attached). The purpose of the meeting is to give you an opportunity to appeal against the decision made over (*details of the pay issue*).

I enclose a copy of the documentation to be presented in response to your appeal.

The policy and format for the meeting are included in the enclosed pack. The Head of Academy [or .....], who will be responding to your appeal, intends to call (*names*)..... as witnesses OR X does not intend to call any witnesses [delete as appropriate].

You are required to submit any written documentation to support the stated grounds of your appeal to me no later than [*7 days before meeting date*]. Failure to meet this deadline may mean that the Chair of the meeting will refuse to consider your written documentation at the meeting. You will also need to notify me of the names of any witnesses you wish to be present on your behalf by [*7 days before meeting date*].

You have the right to request that you be accompanied by a representative of your choice who is either a Trade Union official or an employee of your employer. You and/or your representative will be given the opportunity to state your case and to question the response provided by management and/or relevant witnesses in response to your appeal.

Please confirm that you will attend at the time and date stated and whether or not you wish to be accompanied by a representative. You may suggest an alternative time and date as long as it is reasonable and is not more than five working days after the original date. The committee may reject your suggestion but will do so only if it is unreasonable. In that case the committee may proceed to hear the case in your absence or the absence of your representative.

If you are unable to attend the meeting in person, you can arrange for a representative to attend and act on your behalf and/or you could submit any documentation in your absence that you wish the Committee to consider. However, if you or a representative cannot attend on the date above or your alternative suggested date is regarded as unreasonable, the meeting may proceed in your absence.

Yours sincerely

Clerk to Board of Trustees

**Encs – Bundle for appeal meeting (Pay Policy, Format for Meeting, Invite Letter, Appeal letter & supporting paperwork, papers from management)**

## APPENDIX J - Outcome of Appeal Meeting

[Date]

### **Strictly Private & Confidential**

[Name]

[Address]

[Postcode]

Dear *(Name)*

### **Outcome of Appeal Meeting**

I am writing to confirm the outcome of your recent appeal, which was held before WHMAT's Staffing Committee on **[date]**.

You were accompanied by [name/role] OR You chose to attend unaccompanied [delete as appropriate]

You presented your appeal and called X as a witness OR You chose not to call any witnesses [delete as appropriate].

X responded to your appeal and called X as a witness OR. X responded to your appeal but chose not to call any witnesses [delete as appropriate].

The Committee considered each of your grounds of appeal and having given careful consideration to the circumstances and evidence presented, determined that:

*[Paste ground of appeal and respond to each to say whether upheld/dismissed and the rationale/evidence taken into account or disregarded by the Committee]*

### Examples

Your appeal against the decision that *(details of what the appeal is about....)* is upheld. You will receive *(what this will mean to pay....)*

OR

Your appeal against the decision that *(details of what the appeal is about....)* is rejected and the original decision not to award you *(details of what was originally decided...)* therefore remains in effect.

This outcome is final and there is no further recourse under WHMAT Policy.

Yours sincerely

Clerk to Board of Trustees