PAY POLICY 2025 - TEACHING STAFF

This policy/procedure/guidance is written by Worcestershire County Council HR and has been adopted by the DoWMAT Board on 1st November 2025 to apply to all schools in the DoWMAT. It is to be read in conjunction with the DoWMAT Scheme of Delegation (HR policies and procedures section and Appendix 1).

DoWMAT Vision and Values

Our Vision

DOWMAT's vision is to foster an inclusive, nurturing environment where everyone flourishes - academically, spiritually, and personally. Rooted in Christian values, we prioritise the vulnerable, promote work-life balance, and strive to deliver exceptional education, while celebrating each academy's unique identity—reflecting the fullness of life promised in John 10:10.

'To love, to learn, to serve - through collaboration, honesty, and hope.'

Our Values

Love

We are committed to **Compassion and Care**: As Christ commands, we strive to love one another deeply, fostering empathy, respect, and kindness. We create a culture where we genuinely care for each other, supporting personal, professional and spiritual growth, as we walk in His love.

Learn

We are committed to **Continuous Growth and Wisdom**: Following the call to grow in knowledge and understanding, we cultivate a culture of curiosity, adaptability, and continual improvement. We encourage all to seek wisdom and learning, guided by God's truth, that we might serve more effectively.

Serve

We are committed to **Service and Impact**: Inspired by Christ's example of humble service, we dedicate ourselves to serving others, contributing to the well-being of our schools, communities, and beyond, bringing His light and love into all we do.

Collaboration

We are committed to **Unity in Purpose**: We value working together in mutual respect, knowing that through collaboration, we can have a greater impact supporting each other to achieve our shared vision.

Honesty

We are committed to **Integrity and Truth**: Following Christ's call to live in truth, we foster a culture of honesty, transparency, and trust, ensuring that our actions reflect His integrity in all dealings, upholding the highest ethical standards.

Hope

We are committed to **Inspiring Hope and Faith**: As bearers of Christ's hope, we instil in every individual the belief in their God-given potential to achieve great things, trusting in His plan to bring good out of all circumstances, and inspiring hope for a future filled with His promises.

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Pay Policy for Teaching Staff

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1. Introduction

1.1. This Policy sets out the principles on which the DoWMAT Board of Directors will base its pay decisions and exercise its discretionary powers in respect of the remuneration of teachers. It should be read in conjunction with the latest School Teachers' Pay and Conditions Document (STP&CD). The Policy has been consulted upon with recognised trade unions.

1.2. The DoWMAT Board of Directors will apply national and local agreements on pay and conditions of service. It will ensure that it makes funds available to support pay decisions, in accordance with this pay policy and the school's budgets. All procedures for determining pay will be consistent with the principles of public life - objectivity, openness and accountability.

1.3. The aim is to optimise the quality of teaching and learning; support recruitment and retention of a high-quality teacher workforce; enable the school to recognise and reward teachers appropriately for their contribution to the school and ensure that decisions on pay are managed fairly, consistently and transparently.

1.4. The DoWMAT Board of Directors delegates the implementation of this policy to the Finance, Audit and Risk Committee for the DoWMAT Central Team and the Remuneration Committee appointed by the Board, Headteachers and to the Local Academy Board in line with the Scheme of Delegation as published on the trust website.

This Policy applies to all teaching staff at each DoWMAT academy

2. Key Principles

2.1. This Policy is based upon the premise of Equal Opportunity in employment and Equal Pay, in accordance with relevant legislation, including in relation to pay levels, enhancements, promotions and remuneration. There will be equal pay for work of equal value and no discrimination on the grounds of protected characteristics in any pay decisions. Part-time and temporary staff have the same levels of pay as would be attached to similar responsibilities or work of equal value undertaken by full-time and permanent staff.

2.2. There will be an Equal Pay Review annually, including review of staffing establishment. The DoWMAT Board of Directors will monitor the outcomes and impact of this policy including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation.

2.3. The DoWMAT Board of Directors recognises that the staff of the school is the most important asset and values the commitment, support and goodwill of the staff at the school. The DoWMAT Board of Directors wishes to use its pay policy to assist with the recruitment and retention of staff through providing career development within an appropriately remunerated staffing structure.

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2.4. The DoWMAT Board of Directors recognises that for those staff who TUPE transferred into one of the academies, their pay and conditions remain protected by that legislation and must adhere to the agreements on pay and conditions of service in place.

2.5. For new staff to the academy, the academy may choose to follow national mandatory agreements on pay and conditions of service. The DoWMAT Board of Directors recognises that should it not wish to follow national agreements, or should it wish to make any changes to this Policy, it will need to consult separately with all recognised trade unions.

3. Pay Reviews

3.1. Pay determination on appointment

3.1.1. The DoWMAT Board of Directors will determine the pay range for a vacancy prior to advertising and will delegate this right to the Executive Team. Salaries of teachers on appointment or promotion, will be determined in accordance with the mandatory provisions of the STP&CD and the Trust will exercise its discretionary powers within the parameters as set out in Appendix B, guidance issued by the DfE and advice given by the Local Authority.

3.1.2. In making such determinations, the DoWMAT Board of Directors, delegating responsibility to the Executive Team, may take into account a range of factors, including:

the nature of the post

the level of qualifications, skills and experience required

market conditions

the wider school context.

3.1.3 The Local Academy Board will review every teacher's salary annually with effect from 1st September and no later than 31st October each year (except in the case of the Headteacher for whom the deadline is 31st December). The LAB will then recommend their decisions to the DoWMAT Board of Directors for approval. This will include all staff on the main pay scale and those applying for progression to and along the upper pay spine. The Procedure and timetable for annual determination of salaries will be published each year.

3.2. Leadership Pay

3.2.1. When determining the leadership pay range, it will be reviewed in accordance with the STP&CD and will include a review of the school/Headteacher group size, Integrated Curriculum Financial planning metrics (ICFP) and Advanced School Optimisation Tools (ASOT) metrics to ensure financial sustainability of the academy longer term.

3.2.2. The Headteacher's Pay Range will reflect the responsibilities of the job in addition to the size

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of the school, any other factors specified in the STP&CD and advice issued by the Local Authority, ICFP and ASOT metrics on the salaries of Headteachers at comparable size schools within the trust and further afield.

3.2.3. The current Headteachers at DoWMAT are paid in accordance with post-2014 STP&CD.

3.2.4. In accordance with STP&CD (post 2014), the Headteacher's pay range will only exceed the maximum of the Headteacher's Pay range where the DoWMAT Board of Directors determines that specific circumstances warrant a higher than normal payment. In that situation, the maximum of the Headteacher's pay range and any additional payments made will not exceed the maximum of the Headteacher group by more than 25%, other than in exceptional circumstances.

3.2.5. The DoWMAT Board of Directors will delegate its right to determine the pay ranges of the Deputy Headteacher(s) and any Assistant Headteacher(s) in relation to the duties and responsibilities of those teachers, to the Executive team. The Executive Team can review the pay ranges at any time if they consider it necessary to retain a Deputy or Assistant Headteacher but must advise the DoWMAT Board of Directors of this with a clear rationale as to why.

3.2.6. The maximum of the Deputy or Assistant Headteacher's pay range must not exceed the maximum of the Headteacher group for the school. The pay range for a Deputy or Assistant Headteacher should only overlap the Headteacher's pay range in exceptional circumstances. There should be appropriate scope within the range to allow for progress over time.

3.2.7. In the case of a Deputy Headteacher post the directors must be satisfied that the responsibility exceeds that expected of an Assistant Headteacher employed in the same academy, including responsibility for discharging in full the responsibilities of the head in the absence of the Headteacher.

3.3. Executive Headship/Head of More Than One School

3.3.1. If the Headteacher takes on permanent accountability for one or more additional schools/academies, the pay committee will set a pay range in accordance with the provisions of the STP&CD, ICFP and ASOT metrics. This could be a permanent arrangement where the schools are part of a federation with a single Local Academy Board or two plus academies within the MAT. The remuneration in these cases should be based on the calculation of the total number of pupil units across all schools, which will give a group size for the group of academies.

3.3.2. If the Headteacher takes on temporary accountability for one or more additional schools/academies, the DoWMAT Board of Directors will consider awarding a discretionary payment under the provisions of the STP&CD. There is an expectation that temporary arrangements will be time-limited and subject to regular review and the maximum duration should be no longer than two years. The total sum paid to the Headteacher in any school year must not exceed 25% of the amount that corresponds to the Headteacher's point on the Leadership Group pay spine.

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3.3.3. In all cases, consideration needs to be given to the remuneration of other teachers who as a result of the Headteacher's role are taking on additional responsibilities. An increase in remuneration should only be agreed where the post accrues additional extra responsibilities as a result of the Headteacher's enlarged role, it is not automatic.

3.3.4. Details of Leadership Pay ranges are at Appendix E

3.4. Main Pay Range and Upper Pay Range

3.4.1. In accordance with the STP&CD, there is no longer an assumption that a teacher will be paid at the same rate as they were being paid in a previous school (Portability). When determining the starting pay for a newly appointed classroom teacher on the Main Pay Range or on the Upper Pay Range, the Local Academy Board in conjunction with the Executive team, will take into consideration the previous point the teacher was paid and will also consider awarding pay points as outlined in Appendices F/ G.

3.4.2. Details of the Main Pay Range are at Appendix F

3.4.3. Details of the Upper Pay Range are at Appendix G

3.5. Leading Practitioner

3.5.1. There are no Lead Practitioner roles in DoWMAT.

3.6. Unqualified Teacher

3.6.1. The Local Academy Board will pay any unqualified teacher in accordance with the provisions of the STP&CD. The LAB, in conjunction with the Head teacher and Executive Team, will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience he/she may have, which they consider to be of value. The LAB, in conjunction with the Head teacher and Executive Team, will consider whether it wishes to pay an additional allowance outlined in Appendix B of the Pay Policy.

3.6.2. Details of Unqualified Teacher Pay Range are at Appendix H.

4. Pay Progression

4.1. General

4.1.1. All teachers can expect to receive regular, constructive feedback on their performance and development and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the DoWMAT's Appraisal policy, in accordance with the Education (School Teacher Appraisal) (England) Regulations 2012.

4.1.2. Each teacher will be given a written statement setting out their salary and any other financial benefits within a month after this date. Reviews may take place at other times of the year to

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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 about the basis on which the decision was made.

4.1.3. Where a review of the Academy Staffing Structure leads or may lead to the start of a period of safeguarding, the Local Academy Board (LAB) will give the required notification as soon as possible and no later than one month after the date of the determination.

4.2. Early Career Teachers

Where induction is completed outside of the appraisal cycle (September – August) the next opportunity for progression is at the following September in line with all teaching staff

4.3. Staff on Maternity Leave/Long-term sickness absence

Pay decisions will be no less favourable than if the employee had not been absent due to reasons related to maternity or sickness absence. Account could also be taken of previous appraisal periods if necessary. Appraisals should be conducted flexibly, depending upon where the leave falls in the reporting year.

4.4. Incremental Progression – Mainscale pay range (M1 – M6)

Following the publication of the 2024 School Teachers Pay and Conditions Document (SPCD), a teacher (including Unqualified Teachers) should expect to receive annual pay progression of 1 point on the main pay range within the maximum of their pay range. The LAB may only withhold recommending incremental progression if a teacher is in formal capability proceedings or if there is evidence that a teacher is not meeting teacher standards.

4.4.1. If the evidence shows that a teacher has exceptional performance, the DoWMAT Board of Directors will consider the award of enhanced pay progression of two annual points if a teacher exceeds all their objectives and are assessed as fully meeting the relevant Teachers' Standards (Template 4).

4.5. Upper Pay Range

4.5.1. Evidence of teacher progression up the Upper Pay Range should demonstrate:

- an increasing positive impact on pupil progress and on wider outcomes for pupils
- improvements in specific elements of practice attributable to the teacher, e.g. behaviour management or lesson planning
- an increasing contribution to the work of the school
- an increasing impact on the effectiveness of staff and colleagues.

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4.5.2. The Local Academy Board will review whether there should be any movement on the Upper Pay Range and make their recommendation to the DoWMAT Board of Directors for approval. In making such a determination, it will take into account:

- paragraph 19 of the STP&CD
- the evidence base, which should show that the teacher has had a successful appraisal and has met or made significant progress towards objectives
- evidence that the teacher has maintained the criteria set out in paragraph 15 of the STP&CD namely that: the teacher is **'highly competent'** in all elements of the relevant Teachers' standards; and that the teacher's achievements and contribution to the school are '**substantial'** and **'sustained'**. See Appendix I for criteria details

4.5.3. The Local Academy Board will be advised by the Headteacher in recommending all such decisions to the DoWMAT Board of Directors. Pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Local Academy Board will be able to objectively justify its decisions.

4.5.4. Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out in Appendix I and have met or made significant progress towards their objectives, the teacher will move to the mid-point on the Upper Pay Range; or if already on the mid-point, will move to the maximum point of the Upper Pay Range. Movement must be by application and will take place every two years.

4.5.5. Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out in Appendix I and where the teacher has met or exceeded their objectives, the Local Academy Board will use its flexibility to recommend enhanced progression from the minimum to the maximum of the UPR to the DoWMAT Board of directors for approval. Performance must be exceptional in this case as defined by the DoWMAT Board of Directors.

4.6. Leadership Pay Range

The Local Academy Board in conjunction with the Director of Education and CEO, will review the Headteacher's pay in accordance with the STP&CD and may recommend to the Board of Directors, the award of up to two performance points as outlined under Appendix B and E, having regard to the evidence of the most recent appraisal including any recommendation on pay progression. Performance must be exceptional in this case as defined by the DoWMAT Board of Directors.

5. Movement to the Upper Pay Range

5.1. Any qualified teacher can apply to be paid on the UPR, it is their decision whether to apply and any such application must be assessed in line with this policy. The assessment will be evidence-based. A teacher may submit only one application in each academic year. The closing date for

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applications is 31st October each year; however, exceptions will be made in particular circumstances, e.g. teachers who are on maternity leave or who are on long-term sick leave.

5.2. If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the Upper Pay Range in that school(s). This school will not be bound by any pay decision made by another school.

5.3. All applications should include the results of appraisals under the Appraisal Regulations 2012. Where such information is not applicable or available, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

5.4. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a three-year period before the date of application, from this school and other schools, in support of their application.

5.5. See detail of criteria and procedure at Appendix I.

6. Discretionary Allowances and Payments

6.1. Headteacher discretionary payments

In accordance with the STP&CD, the DoWMAT Board of Directors may determine that payments be made to the Headteacher for clearly temporary responsibilities or duties that are **in addition** to the post for which their salary has been determined (not previously taken into account when determining the Headteacher's pay range). The total sum of the temporary payments made to a Headteacher in any school year will not exceed 25% of the Headteacher's annual salary and the total sum of salary and other payments made to a Headteacher will not exceed 25% above the maximum of the Headteacher group, except as stated in STP&CD 10.4

6.2. Teaching and Learning Responsibility (TLR) payments

6.2.1. TLR1 and TLR2 payments can be awarded to classroom teachers and will be awarded to the holders of the posts indicated in published staffing structures. These reflect the undertaking of a sustained additional responsibility and ensure continued delivery of high quality teaching and learning, for which a teacher is made accountable.

6.2.2. A teacher cannot be paid a TLR1 and 2 concurrently and cannot hold two TLR1's or two TLR2's at the same time. A TLR may not be paid to an unqualified teacher, a member of the leadership group or a staff member on the pay range for leading practitioners.

6.2.3. The Local Academy Board may recommend to the DoWMAT Board of Directors to award a fixed-term TLR3 to a teacher for clearly time-limited school improvement projects, or one off externally driven responsibilities. The duration of the fixed-term must be established at the outset and payment should be made on a monthly basis throughout the fixed-term period. A

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teacher may be in receipt of a TLR3 concurrently with either a TLR1 or TLR2. The pro-rata principle does not apply to a TLR3.

6.2.4. The DoWMAT Board of Directors may determine the value of a TLR1 or TLR2 based on the proportion of the TLR the teacher is undertaking. A part-time teacher undertaking the **full** responsibilities associated with the TLR can receive the full value of the TLR1 or TLR2. A full-time teacher sharing the responsibilities of a TLR with another teacher can receive the appropriate proportion of the TLR1 or TLR2.

6.2.5. The values of the TLRs to be awarded are set out at Appendix B

6.3. Recruitment and Retention

The DoWMAT Board of Directors will consider awarding the payment of recruitment and retention awards to classroom teachers in agreed circumstances. The DoWMAT Board of Directors will review the level of payment/benefits annually. Details of payments are at Appendix B

6.4. Special Educational Needs (SEN)

The DoWMAT Board of Directors will award a SEN allowance to all teachers who meet the criteria outlined in the STP&CD Part 4, paragraphs 21.1 to 21.4. Where the SEN allowance is to be paid, the spot value of the allowance will be determined taking fully into account the structure, the academy's SEN provisions and the factors outlined in the STP&CD. The teacher will be given written notification at the time of the award which will specify the reason for the award. SEN allowances may be held at the same time as a TLR. Payment details at Appendix B.

6.5. Acting Allowances

Acting allowances are payable to teachers who are assigned and carry out the duties of Head, Deputy Head or Assistant Head in accordance with the STP&CD and Appendix B of the Pay Policy. The DoWMAT Board of Directors will delegate their rights to the Executive team to determine, within a four-week period of the commencement of acting duties, whether the acting postholder will be paid an allowance. The Executive Team must report any acting allowance to the DoWMAT Board of Directors. If the acting responsibilities continue for a period of four weeks or more, they will be paid at an appropriate point of the Head's, Deputy Head or Assistant Head range, as determined by the Executive Team. Payment will be backdated to the commencement of the duties. In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

6.6. Other payments

The DoWMAT Board of Directors will exercise its discretion and make additional payment to classroom teachers, in accordance with the STP&CD and as outlined at Appendix B.

7. Salary Safeguarding

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7.1. Salary safeguarding will be applied in accordance with the criteria stated in the STP&CD. The teacher will be notified in writing within one month of the decision being taken effecting the safeguarding, confirming details of the payments due and safeguarding period.

7.2. If the safeguarded sum exceeds £500, the teacher's duties will be reviewed and additional duties allocated as considered appropriate and commensurate with the safeguarded sum, for as long as the teacher continues to be paid safeguarded sums which in total exceed £500. The teacher shall not be paid any safeguarded sums if they unreasonably refuse to carry out such additional duties, provided that the teacher is notified of the decision to cease paying the safeguarded sums at least one month before it is implemented.

8. Appeals

8.1. A teacher may seek a review of any determination in relation to his pay or any other decision taken by the DoWMAT Board of Directors (or a committee or individual acting with delegated authority) that affects his/her pay. The grounds for appeal may include that the decision:

(a) incorrectly applied the school's pay policy or any provision of the STP&CD

(b) failed to have proper regard for statutory guidance

(c) failed to take proper account of relevant evidence or took account of irrelevant or inaccurate evidence

(d) was biased, or

(e) otherwise unlawfully discriminated against the teacher.

8.2. Details of the Appeal Procedure are at Appendix J. Appeal outcome should be confirmed in writing. See Model letters 2 and 3 in Guidance.

9. Further Advice

For further advice, please contact Schools HR Consultancy team.

10. Policy Review and Consultation

10.1.1. The Pay Policy will be reviewed annually to comply with STP&CD and any other statutory/legal requirements and in particular to take account of pay awards, changes in national agreements governing pay, the Trust and academy development plan and the Trust and academy's budget.

10.1.2. Such reviews will be undertaken in consultation with staff, including representatives of all the recognised trade unions and teachers' associations.

11. Policy History:

Issued	September 2025

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Appendix A - Definitions

Main Pay Range (MPR) - for qualified teachers who are not entitled to be paid on any other pay range. Teachers must be paid within the minimum and maximum of MPR. Advisory pay points are set in Appendix F.

Upper Pay Range (UPR) - for 'post-threshold' teachers who have successfully applied to be on UPR. Teachers must be paid within the minimum and maximum of UPR, for as long as the teacher is employed at this school without a break in continuity of employment. Advisory pay points are set in Appendix G.

Leadership Pay Range – for Headteachers, Deputy Headteacher and Assistant Headteachers. Teachers are paid within the range determined by the DoWMAT Board of Directors. Pay Ranges are set out in Appendix E.

Unqualified Teacher Pay Range – for teachers that do not hold qualified teacher status. Teachers must be paid within the minimum and maximum of the Unqualified Teacher Pay Range. Advisory pay points are set in Appendix H.

Pay Committee – a committee established by the DoWMAT Board of Directors to carry out determinations of pay in accordance with the pay policy, either a dedicated pay committee or part of a more wide-ranging personnel committee. The committee has fully delegated powers established in accordance with the appropriate school government regulations

Working Day – a teacher employed full-time must be available for 195 days, to be specified by the employer (does not apply to teachers on the Leadership scale), which includes 1265 hours of directed time. Directed time consists of 190 days @ 6.5 hours, the days when the school is normally open for pupils, plus 5 training days @ 6 hours.

Teachers' Standards – outlined in STP&CD and define professional standards expected of teachers. They underpin the appraisal and assessment processes used for making pay decisions.

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Appendix B – Exercise of Discretionary Powers

Pay Determination on Appointment

When placing a classroom teacher on to the Main Pay Range, the Local Academy Board in conjunction with the Head teacher and Executive Team will consider awarding pay scale points in the following circumstances:

- One point on the main scale for each year of service as a qualified teacher in an Academy, City Technology College, a City College for the Technology of the Arts or independent school.

- One point on the main scale for each period of one year of service as a qualified teacher in an overseas school outside the European Economic Area or Switzerland in the maintained sector of the country concerned.

- One point on the main scale for each period of one year of service teaching in further education, including Sixth Form Colleges.

- One point on the main scale for each period of one year of service teaching in higher education.

The Local Academy Board in conjunction with the Head teacher and Executive Team will consider awarding on a case-by-case basis:

- One point on the scale for each period of three years spent outside teaching but working in a relevant area. This might include industrial or commercial training, time spent working in an occupation relevant to the teacher's work at the school, and experience with children/young people.

Part-time Teachers

The DoWMAT Board of Directors acknowledges that part-time teachers will be paid the percentage of the appropriate full-time equivalent salary as calculated in Part 6, paragraphs 40 & 41 and paragraphs 79 – 86 of Section 3 of the statutory guidance in the School Teachers' Pay and Conditions Document 2025.

Further guidance is available on HR SharePoint please see following direct link:

Directed Time Statement.docx

The Headteacher will give part-time teachers a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the school's timetabled teaching week for a full-time teacher in an equivalent post.

Payments to Relief or Short Notice Teachers

The DoWMAT Board of Directors has determined that relief teachers who work on a day-to-day or other short notice basis in this school will be paid at an agreed level in conjunction with the appropriate agency/individual concerned.

(a) Teachers paid on a daily basis will have their salary assessed as an annual amount, divided by 195 to arrive at the daily rate of pay.

The DoWMAT Board of Directors has determined that relief teachers who work less than a full day

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will be paid a proportion pro rata to the length of the school day.

Unqualified Teachers' Allowance

The DoWMAT Board of Directors may pay an unqualified teachers' allowance to unqualified teachers where it considers, in the context of its staffing structure that the teacher has:

(a) Taken on a sustained additional responsibility which is:

i. Focused on teaching and learning; and
ii. Requires the exercise of a teachers' professional skills and judgement; or

(b) Qualifications or experience which bring added value to the role being undertaken.

Headteacher

The Headteacher must demonstrate sustained high quality of performance, with particular regard to leadership, management and pupil progress at the academy and will be subject to a review of performance against performance objectives before any performance points will be awarded.

Annual pay progression within the range for these posts is not automatic. Any progression will normally be by one point, but the DoWMAT Board of Directors will consider movement by two points in exceptional circumstances when considering the following:

Exceptional performance in the context of the strong performance of Headteachers across the trust.

Exceptional performance in circumstances that exist outside of the numerous and wide ranging challenges of leading a school.

Deputies and Assistant Heads

Deputies and Assistant Heads must demonstrate sustained high quality of performance in respect of school leadership and management and pupil progress and will be subject to a review of performance against their performance objectives before any performance points will be awarded.

Annual pay progression within the range for this post is not automatic. Any progression will normally be by one point, but the DoWMAT Board of Directors will consider movement by two points in the following exceptional circumstances:

Exceptional performance in the context of the strong performance of senior leaders across the trust.

Exceptional performance in circumstances that exist outside of the numerous and wide ranging challenges of leading a school.

Leading Practitioners

There are no Lead Practitioner posts in DoWMAT.

Teaching and Learning Responsibility (TLR) Payments

TLRs will be awarded to the holders of the posts indicated in published academy staffing structures.

The values of the TLRs to be awarded are set out below:

TLR2s (minimum £3,527 – maximum £8,611) will be awarded to the following values:

TLR1s (minimum £10,174 – maximum £17,216) will be awarded to the following value:

The DoWMAT Board of Directors will consider awarding a fixed-term temporary TLR3 payment of no less than £702 and no more than £3,478 to teachers for clearly time limited school improvement projects or one-off externally driven responsibilities.

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The criterion and factors for award of TLR payments, and values as outlined in the School Teachers' Pay and Conditions Document, will be taken fully into account.

Recruitment and Retention Incentives and Benefits

The DoWMAT Board of Directors will consider awarding the payment of recruitment awards where these meet the business needs of the Trust.

The DoWMAT Board of Directors will review the level of payment/benefits annually.

Special Educational Needs Allowance

The DoWMAT Board of Directors will award a SEN allowance of no less than £2,679 and no more than £5,285 to all teachers who meet the criteria outlined in the STP&CD Part 4, paragraphs 21.1 to 21.4.

Where the SEN allowance is to be paid, the spot value of the allowance will be determined taking fully into account the structure the School's SEN provisions and the factors outlined in the STP&CD Part 4, paragraphs 21.1 to 21.4.

The teacher will be given written notification at the time of the award which will specify the reason for the award.

Acting Allowances

Any teacher who carries out the duties of Head, Deputy Head or Assistant Head for a period of four weeks or more, will be paid no lower than the minimum spine point payable for the post in which the teacher is acting determined in accordance with the Teachers' Pay and Conditions Document.

The acting allowance will be paid from or backdated to the time when the DoWMAT Board of Directors decides that the teacher performs tasks that require the full authority of the post to be exercised.

The following paragraph may also be inserted:

The DoWMAT Board of Directors will exercise its discretion to remunerate teachers who agree to carry out the duties of Headteacher during the short-term absence of the Headteacher as follows:

Minimum spine point of Headteacher's Pay Range less salary paid to teacher divided by 195 multiplied by estimated number of days' cover per annum.

This will either be paid in arrears or currently as a lump sum or in 12 equal monthly payments.

Pay Progression

The DoWMAT Board of Directors will ensure that it makes funds available to support pay decisions, in accordance with this pay policy and the school's spending plans.

Initial teacher training activities

The DoWMAT Board of Directors may exercise its discretion to remunerate teachers for responsibilities in the initial training of teachers.

Areas of work that may attract a payment include:

- supervising and observing teaching practice
- giving feedback to students on their performance and acting as professional mentors
- formally assessing students' competences.

Activities that may attract payment include:

- planning an initial teacher training course, preparing course materials
- undertaking the marketing, finance and administration of the course
- taking responsibility for the well-being and tuition of initial teacher training students.

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See also separate LA guidance on Out of School Hours Learning Provision.

Out-of-school learning activities

Teachers who volunteer to undertake learning activities outside of the normal working hours and whose salary range does not take account of such activity may be entitled to a payment - see separate LA guidance.

Activities that may attract payment include for example:

- breakfast clubs
- homework clubs
- summer schools (study support, literacy and gifted and talented)
- sporting activities
- other outdoor activities and clubs linked to curricular, arts and hobby interest areas.

The DoWMAT Board of Directors has determined that teachers who agree to participate in out-of-school hours learning activity may receive payment for hours worked on the basis of Annual Salary ÷ 195 ÷ 6.5. See also separate LA guidance on Out of School Hours Learning Provision.

Provision of Services by the Headteacher

The DoWMAT Board of Directors has discretion to make payments to Headteachers who provide an external service to one or more additional schools and also to any of the school's teachers whose post acquires additional responsibility as a result of the Head's activities. Payments are not automatic. (Such as a School Improvement Partner, Consultant Leader or National Leader of Education - see statutory guidance.)

Temporary additional payment to the Headteacher

The DoWMAT Board of Directors has discretion to make an additional payment to the Headteachers for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case the relevant body must not have previously taken such reason or circumstance into account when determining the Headteacher’s pay range.

The pay policy should set out the criteria by which the relevant body determines the nature and level of such payments.

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Appendix C – School Staffing Structure

[INSERT]

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Appendix D- Pay award

September pay award and other changes arising from the current STP&CD effective from 8 November, backdated to 1 September

The DoWMAT Board of Directors will adopt the changes included in the STP&CD in relation to the pay award.

Any part-time teacher whose full-time equivalent basic earnings meet the eligibility criteria receive the award on a pro-rata basis according to their contracted hours.

The award should be paid to all eligible teachers, whether located on a published pay point or not.

Relevant bodies should ensure that implementation of the pay award complies with the National Living Wage policy

All pay uplifts will be back dated to 1 September.

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Appendix E – Leadership Pay

Headteacher's Pay

The Headteacher's Pay Range in DoWMAT is set according to nationally published pay ranges and reflects ICFP and ASOT metrics.

On appointment

Should a vacancy for the post of Headteacher arise the DoWMAT Board of Directors will review the pay range to be advertised and agree pay with the Executive Team on appointment as follows:

- the pay committee will review the school's Headteacher group and the Headteacher's Pay Range taking account of the full role of the Headteacher, ICFP and ASOT metrics and

  in accordance with the mandatory and discretionary provisions of the School Teachers' Pay and Conditions Document
- the Executive Team will exercise its discretion under the School Teachers' Pay and Conditions Document in determining the Headteacher's Pay Range, in order to secure the appointment of its preferred candidate;
- the Executive Team will consider exercising its discretion to award a discretionary payment under the School Teachers' Pay and Conditions Document where the DoWMAT Board of Directors consider the school would have difficulty recruiting to the vacant Headteacher post;
- the Executive Team will consider the need to award any further discretionary payments to a Headteacher in line with the School Teachers' Pay and Conditions Document;
- the pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in the School Teachers' Pay and Conditions Document. However, before agreeing to do so, it will seek the agreement of the DoWMAT Board of Directors which in turn will seek advice from the Local Authority and external independent advice before providing such agreement.

For further guidance see Appendix K

Existing Headteachers

The DoWMAT Board of Directors will determine the salary of a serving Headteacher in conjunction with the Executive Team and in accordance with the STP&CD.

The DoWMAT Board of Directors may determine the Headteacher's Pay Range, within the group range for the school, as at 1st September or at any time if they consider it is necessary.

If the DoWMAT Board of Directors makes a determination to change the Headteacher's Pay Range, it will determine the Headteacher's Pay Range within the group range for the school, in accordance with the School Teachers' Pay and Conditions Document.

The DoWMAT Board of Directors will consider the use of discretionary payments, as per the provisions of the School Teachers' Pay and Conditions Document.

The DoWMAT Board of Directors will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on discretionary payments, as set out in the School Teachers' Pay and Conditions

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Document. However, before agreeing to do so, it will seek the agreement of the DoWMAT Board of Directors which in turn will seek advice from the Local Authority and external independent advice before providing such agreement.

Deputy/Assistant Headteacher's Pay

The Deputy/Assistant Headteacher's Pay Range in DoWMAT academies is in line with published national scales.

On appointment

Should a vacancy for the post of Deputy**/**Assistant Headteacher arise the LAB, Head teacher and Executive Team will review the pay range to be advertised and agree pay on appointment as follows:

- the Executive Team in conjunction with the Board of Directors will determine a pay range in accordance with the STP&CD taking account of the role of the Deputy/Assistant Headteacher set out in the STP&CD;
- the Executive Team in conjunction with the Board of Directors will record its reasons for the determination of the Deputy/Assistant Headteacher pay range, in accordance with the STP&CD
- in order to secure the appointment of its preferred candidate the Executive Team in conjunction with the Board of Directors will exercise its discretion under the STP&CD and place the preferred candidate on a point within the Deputy/Assistant Headteacher pay range, allowing appropriate scope for pay progression over time;
- the Executive Team in conjunction with the Board of Directors will exercise its discretion under the STP&CD where there are recruitment issues.

For further guidance see Appendix K

Existing Deputy/Assistant Headteachers

The Executive Team in conjunction with the Board of Directors will review and, if necessary, re-determine the Deputy/Assistant Headteacher pay range where there has been a significant change in the responsibilities of the serving Deputy/Assistant Headteacher.

The Executive Team in conjunction with the Board of Directors may determine the Deputy Head pay range at any time in accordance with the STP&CD pursuant with the discretionary provisions of the document and to maintain differentials.

Leadership Group Pay Range

Discretionary reference points 2025/26

Reference Point	Salary	Reference Point	Salary
1	£51,773	24*	£90,255
2	£53,069	24	£91,158
3	£54,394	25	£93,424
4	£55,747	26	£95,735
5	£57,137	27*	£97,136
6	£58,569	27	£98,106
7	£60,145	28	£100,540
8	£61,534	29	£103,030

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9	£63,070	30	£105,595
10	£64,691	31*	£107,131
11	£66,368	31	£108,202
12	£67,898	32	£110,892
13	£69,596	33	£113,646
14	£71,330	34	£116,456
15	£73,105	35*	£118,169
16	£75,049	35	£119,350
17	£76,772	36	£122,306
18*	£77,924	37	£125,345
18	£78,702	38	£131,578
19	£80,655	39*	£130,274
20	£82,654	39	£131,578
21*	£83,860	40	£134,860
21	£84,699	41	£138,230
22	£86,803	42	£141,693
23	£88,951	43*	£143,796

*These points are the maximum salaries for the eight head teacher group ranges

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Appendix F - Main Pay Range

The DoWMAT Board of Directors will use the current STP&CD advisory pay points. Therefore, the pay scale for teachers on the Main Pay Range in DoWMAT Academies is:

M1 (MPR minimum)	£ 32,916
M2	£ 34,823
M3	£ 37,101
M4	£ 39,556
M5	£ 42,057
M6 (MPR maximum)	£ 45,352

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Appendix G - Upper Pay Range

DoWMAT Board of Directors will use the current STP&CD advisory pay points. Therefore, the pay scale for Upper Pay Range in this school is:

U1 (UPR minimum)	£47,472
U2	£49,232
U3 (UPR maximum)	£51,048

Template 1 – Movement to the Upper Pay Range will be used for movement onto the Upper Pay Range

Template 2 – Pay Progression -Upper Pay Range will be used for recommending pay progression on the Upper Pay Range to the Local Academy Board and DoWMAT Board of Directors.

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Appendix H - Other Pay Ranges

Leading Practitioners Pay Range

There are no Leading Practitioner posts at DoWMAT.

Unqualified teacher Pay Range

The pay committee will use current STP&CD advisory pay points. Therefore, the pay scale for unqualified teachers in DoWMAT academies is:

U1 (UTPR minimum)	£22,601
U2	£25,193
U3	£27,785
U4	£30,071
U5	£32,667
U6 (UTPR maximum)	£35,259

Appendix I - Procedure for applications to UPR

General

One application may be submitted annually. The closing date for applications is normally (insert date) each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the academy's application form - Application to be paid on the Upper Pay Range
- Submit the application form and supporting evidence to the Headteacher by the cut-off date of 31st October annually.
- If the assessor is not the Headteacher you will receive notification of the name of the assessor of your application within 5 working days.
- The assessor will assess the application, which will include a recommendation to the pay committee of the relevant body.
- The application, evidence and recommendation will be passed to the Headteacher for moderation purposes, if the Headteacher is not the assessor.
- The LAB will make the final recommendation to the DoWMAT Board of Directors, advised by the Headteacher.
- Teachers will receive written notification of the outcome of their application by January 1st. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'The Assessment' below).
- If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application.

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Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.

- Successful applicants will move to the minimum of the UPR on 1st September of that year.

- Unsuccessful applicants can appeal the decision. The appeals process is set out in Appendix J of this pay policy.

The Assessment

The teacher will be required to meet the criteria set out in the School Teachers' Pay and Conditions Document, namely that:

- the teacher is highly competent in all elements of the relevant standards *(Template 4 Assessment Form – Teachers' Standards)*; and

- the teacher's achievements and contribution to the school are substantial and sustained.

In this academy, this means:

"highly competent":

the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and understanding of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working.

(*e.g. performance which is good enough to fulfill wider professional responsibilities, and develop effective professional relations with colleagues, giving them advice and demonstrating to them effective teaching practice and how to make a positive contribution to the wider life and ethos of the academy, in order to help them meet the relevant standards and develop their teaching practice*).

"substantial":

the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a **significant wider contribution** to school improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.

(*e.g. of real importance, validity or value to the school; 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*).

"sustained":

the teacher must have have made good progress towards their objectives during this period. They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently good to outstanding.

Further information, including information on sources of evidence is contained within the academy's appraisal policy.

The pro forma provided Template 2 will be used for recommending movement to the Upper Pay Range to the Pay Committee.

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Appendix J - Procedure for Appeals against Salary Determinations

The arrangements for considering appeals are as follows:

A teacher or member of the support staff may seek a review of any determination in relation to his pay or any other decision recommended by the Local Academy Body (or a committee or individual acting with delegated authority) that affects his/her pay.

In relation to a determination regarding the Headteacher's pay, the Headteacher may seek to resolve it informally with the Chair of the Headteacher's appraisal committee. Thereafter, he/she may follow the appeal process outlined in 20.3 iv) onwards; in which case references to the Headteacher shall mean the Chair of the appraisal committee.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination.

That the person or committee by whom the decision was made:

(a) incorrectly applied the academy's pay policy

(b) incorrectly applied any provision of the School Teachers' Pay and Conditions Document

(c) failed to have proper regard for statutory guidance

(d) failed to take proper account of relevant evidence

(e) took account of irrelevant or inaccurate evidence

(f) was biased or

(g) otherwise unlawfully discriminated against the teacher.

Appeal Process:

1. The employee receives written confirmation of the pay determination and where applicable the basis on which the decision was made – See Model Letter 1 in Guidance.

2. If the employee is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher, requesting reconsideration within ten working days of the decision. Where this is not possible, or where the employee continues to be dissatisfied, he/she may follow a formal appeal process.

3. **Appeal** The employee has a right of appeal to a panel of three Governors who were not involved in the original determination or representations. The appeal must be lodged in writing, showing the grounds for appeal, within 10 working days of the decision from the Headteacher at point 2) or original notification if no discussion at point 2)

Any appeal should be heard normally within 20 working days of the receipt of the written appeal notification – see Model letter 2 in Guidance. The employee will be given the opportunity to make representations in person. For any formal hearing or appeal the employee is entitled to be accompanied by a colleague or union representative. Any supporting documentation provided by either the employee or the Chair of the Pay

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Committee/ Headteacher to be considered at the hearing, should be available to the Appeal Panel at least 5 working days prior to the hearing date. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision – see Model letter 3 in Guidance.

Model Agenda for Pay Appeals Committee Hearing

Present: Members of Appeal Panel*

HR Consultant to Appeal Panel (if appropriate)**

Employee and representative

Headteacher and Chair of Pay Committee***

Clerk to Governors

(Any witnesses will be called as required and will be present only during the time in which they give their evidence and answer questions.)

1. Introduction of the Pay Appeals Committee members and others present by the Chair and explanation of the purpose of the meeting.
2. Statement of Appeal by the employee and/or representative *(work colleague or trade union representative)* including witnesses.
3. Questions by the Chair of Pay Committee/Headteacher and members of the Pay Appeals Committee.
4. Statement by respondent Chair of Pay Committee including Headteacher/witnesses.
5. Questions by employee/representative and members of the Pay Appeals Committee.
6. Concluding statement by employee or representative (introducing no new factors).
7. Concluding statement by the Chair of the Pay Committee / Headteacher (introducing no new factors).
8. Consideration of Appeal by the Pay Appeals Committee with assistance from HR Adviser, as appropriate. All others withdraw.
9. The employee, representative and Headteacher will be recalled and informed of the decision of the Pay Committee. This will be confirmed in writing within 5 working days.

*The Pay Appeals Panel will hear appeals against determinations made by the Pay Committee and must not have been involved in the original determination or representations hearing.

**Where an HR Consultant is in attendance to support the Panel, he/she may ask questions at any point and advise the Committee as appropriate, including during considerations.

***The Chair of the Pay Committee may nominate another governor from the committee which heard the representations to attend in his/her place.

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Appendix K – Salaries of Headteachers, Deputy Headteachers and Assistant Headteachers – Further Guidance

New appointments – the 3-stage process

The Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will adopt the following three-stage process when setting the pay for **new appointments** to headship or the wider leadership team.

Stage 1 – Define the role and determine the Headteacher group in accordance with the STPCD, ICFP and ASOT metrics.

Stage 2 – Set the indicative pay range

Stage 3 – Decide the starting salary and individual pay range.

All decisions and the reasons for them will be documented at every stage. All pay decisions will be made on objective criteria so that there is no discriminatory effect on any group of teachers with a particular protected characteristic under the Equality Act 2010.

Stage 1 – Define the role and determine the Headteacher group

At this stage the Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will define the job and identify the broad pay range as a provisional guide to determining an appropriate level of pay.

The Local Academy Board in conjunction with the Executive Team will define and set out the specific role, **responsibilities and accountabilities** of the post as well as the **skills and relevant competences** required.

For the Headteacher's post the Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will assign the school to a Headteacher group which will determine the appropriate broad pay range. This will be done by calculating the total unit score for the school in accordance with paragraphs 5-8 of the STP&CD.

For other leadership group posts, the Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will consider how the role fits within the wider leadership structure of the school. The pay range for a Deputy or Assistant Headteacher will not overlap the Headteacher's pay range.

Stage 2 – Set the indicative pay range

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At this stage the Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will consider the complexity and challenge of the role in the particular context of the school and make a judgement on pay in the light of this.

The Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will ensure that current discretionary payments, such as allowances for recruitment and retention, permanent additional responsibilities (e.g. the provision of initial teacher training (ITT)), and long-term provision to other schools, will be captured at this stage.

For the Headteacher's post the Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will normally expect that the total unit score fully captures the complexity of the Headteacher role and that the relevant broad pay range accommodates appropriate levels of reward. The Local Academy Board in conjunction with the Executive Team and DoWMAT Board of Directors will determine whether the indicative pay range should start at the minimum of the Headteacher group or whether it will start at a higher level because of the level of challenge of the post.

Pay Range for Headteacher 2025 (STP&CD Limits)

Group	Pay Range	(Discretionary Reference Points)
1	(6-18)	£58,569 -£77,924
2	(8-21)	£61,534 - £83,860
3	(11-24)	£66,368 - £90,255
4	(14-27)	£71,330 - £97,136
5	(18-31)	£78,702 - £107,131
6	(21-35)	£84,699 - £118,169
7	(24-39)	£91,158 - £130,274
8	(28-43)	£100,540 - £143,796

Note: The STP&CD sets out the above limits on Headteachers' pay for each of the eight school groups. These apply unless the DoWMAT Board of Directors has exercised its discretion, in accordance with the STP&CD, to exceed these limits.

Establishing a pay range above the school's Headteacher group

The expectation is that in most cases the pay range will be within the limits of the Headteacher group. However, in some cases, e.g. where there may be significant difficulty in making an appointment or there is a need to incentivise a Headteacher to take on responsibility for a very large school or to lead multiple large schools, it may be appropriate to consider extending the individual pay range.

If the DoWMAT Board of Directors consider that circumstances warrant it, they can set the indicative pay range with a **maximum (**including any additional temporary payments) of **up to** 25% above the top of the relevant Headteacher group range*.

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It should be wholly exceptional for the maximum of the pay range to be more than an additional 25% higher than the maximum of the Headteacher group. If it is considered that there are exceptional circumstances that warrant an extension beyond that limit, a business case would be required. The DoWMAT Board of Directors will need to seek external independent advice from an appropriate person or body who can consider whether it is justifiable to exceed the limit in a particular case. There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.

For the Headteacher post the DoWMAT Board of Directors will consider the following additional factors that suggest the indicative pay range should be higher than would be provided by the basic calculation in Stage 1.

The following represent some examples of the additional factors that the DoWMAT Board of Directors may wish to consider, but these are for *guidance only and are not intended to provide an exhaustive list*:

the context and challenge arising from pupils needs, e.g. if there is a high level of deprivation in the community (Free School Meal (FSM) entitlement and/or English as an Additional Language indicators may be relevant) or there are high numbers of looked after children or children with special needs or there is a high level of in-year churn/pupil mobility, and this affects the challenge in relation to improving outcomes;

a **high degree of complexity and challenge,** e.g. accountability for multiple schools or managing across several dispersed sites, which goes significantly beyond that expected of any Headteacher of similar-sized school(s) and is not already reflected in the total unit score used at Stage 1;

additional accountability not reflected in Stage 1, e.g. leading a teaching school alliance, factors that may impede the school's ability to attract a field of appropriately qualified and experienced leadership candidates, e.g. location; specialism; level of support from the wider leadership team.

The DoWMAT Board of Directors should take into consideration the following when determining the pay range: Does the total unit score provide an appropriate pay range for the job? Are there any additional factors that need to be considered in determining the indicative pay range?

Is it appropriate to apply more weight to some factors than others, e.g. the level of social challenge; managing more than one school; difficulty in making a suitable appointment.

For those factors which are not expected to persist, such as temporary responsibility for an additional school, these should be reflected through an allowance rather than consolidated into the indicative pay range.

Is the role so challenging that the pay range should extend above the maximum of the Headteacher group for the school?

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Is there any relevant benchmarking information available that would support your judgement on whether the pay range is justifiable?

Do you require any further assistance or support from Human Resources in exercising your judgements e.g. provision of benchmarking information?

Does the pay range provide scope for performance-related progression over time?

What is the appropriate differential between the pay ranges for different leadership posts? Have the equality implications been considered of any decisions over differentials.

At the end of this stage the DoWMAT Board of Directors/LAB/Executive Team should decide where in the broad range to position the indicative pay range and set this out clearly when advertising the job. The DoWMAT Board of Directors/LAB/Executive Team should make an **overall judgement** on the position and breadth of range, allowing appropriate scope for performance-related progression over time, clearly linked to school improvement priorities and outcomes.

For other leadership roles the process is broadly the same. The DoWMAT Board of Directors/LAB/Executive Team will wish to consider how the other leadership roles should be set in accordance with the level set for the Headteacher and ensure that there is sufficient scope for progression.

There should be a clear audit trail for all decisions made and the reasoning behind them.

Stage 3 – Deciding the starting salary and individual pay range

The DoWMAT Board of Directors/LAB/Executive Team will set the starting salary in the light of candidate-specific factors, such as the extent to which the candidate meets the specific requirements of the post.

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Appendix L – Remuneration Committee

The constitution, membership and proceedings of the committee shall be subject to the requirements of the School Governance Roles, Procedures and Allowances Regulations 2013 and any amending Acts in determining the terms of reference.

The DoWMAT Board of Directors must decide whether to specify a quorum for the committee. If a quorum is not specified all members of the committee will have to meet in order to make effective decisions.

The DoWMAT Board of Directors must also decide who will act as clerk to the committee and who will ensure that reports from the committee are made to the DoWMAT Board of Directors

The Remuneration committee must follow the requirement that any person employed to work at a school/central team shall withdraw from a meeting during discussion of their own pay and that the Headteacher/Central team shall also withdraw when his or her own pay is discussed.

The Remuneration committee has a duty to advise the DoWMAT Board of Directors on the Trust's pay policy and its updating.

The Remuneration committee will implement the following parts of the Trust''s pay policy, as adopted by the DoWMAT Board of Directors:

set internal procedure and dates to provide for annual determination of the salaries of all teachers in the school with effect from 1st September as required by the School Teachers' Pay and Conditions Document, to be undertaken in September or as soon as possible thereafter

ensure that the Headteacher has issued to teachers who are awarded Teaching and Learning Responsibility points clearly defined Job Descriptions outlining the sustained additional responsibility in the context of the school's staffing structure that is needed to ensure continued delivery of high quality teaching and learning and for which the teacher is made accountable

ensure that the Headteacher has allocated to teachers who are in receipt of a safeguarded sum – higher than £500 – reasonable additional duties that the Headteacher considers appropriate and commensurate with the safeguarded sum. These additional duties will clearly be outlined in the Job Description so that they can be deleted at the end of the safeguarding period

determining remuneration for employees undertaking additional responsibility on a temporary basis at the direction of the DoWMAT Board of Directors or the Headteacher acting on the DoWMAT Board of Directors's behalf

ensuring that records are maintained in an appropriately confidential manner, by the Clerk to the DoWMAT Board of Directors or the Headteacher as appropriate, of all matters relating to salaries

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communicate approved decisions to the LA and payroll.

Any member of the Pay Appeals panel hearing appeals must not be a member of the Pay committee. The Pay Appeals panel hearing appeals will consider any appeals against decisions taken by the committee

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