



# Alpha Trust

## Pay Policy



<b>COMMITTEE:</b>	Trustees Resources Committee
<b>RESPONSIBILITY:</b>	Mrs Gillian Marshall
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*Pay Policy  
A Model for Multi Academy Trusts*

*Published by:*

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**This Model provides a framework for Multi Academy Trusts to establish a Pay Policy. As the overarching employer, each Trust must establish a single Pay Policy which operates across all academies in the Trust.** Education HR can assist in adapting the policy on a case by case basis as required.

**Each Trust will have different arrangements in terms of the levels of decision making which will be held by the Trust Board, the CEO where applicable, Headteachers and Local Governing Bodies and will need to adapt the Policy accordingly.**

(There are no changes to this Document for 2019. MATs will just need to insert their new pay rates.)

The Policy assumes the Trust is operating under Teachers' and Local Government Pay, Terms & Conditions.

*This is a model policy/procedure which reflects legislation, any relevant statutory and non-statutory guidance and best practice. The responsibility for setting policy and procedure resides with the Trust and as such the relevant body must be satisfied that the content of the policy/procedure suits their requirements and must consult their staff/local trade union representatives prior to its formal adoption.*

Staff were consulted on The Pay Policy and it was accepted by the Trust Board on:	.....
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<b>1.</b>	<b>INTRODUCTION</b>
<b>1.1</b>	This Policy sets out the framework for making decisions on staff pay.
<b>1.2</b>	Staff pay is affected by legislation, and national and local pay agreements, which give governing bodies' significant flexibility to determine pay levels to meet local circumstances. The policy is modelled on the School Teachers' Pay & Conditions Document (STPCD) and the accompanying statutory guidance and with national and local pay agreements for support staff and these documents will take priority in any disputes. The Policy will be reviewed annually, in consultation with staff and trade unions.
<b>1.3</b>	<p>The objective of the policy is to:</p> <ul style="list-style-type: none"> <li>• ensure that pay and staffing arrangements enable the current and future delivery of the curriculum and school improvement plans;</li> <li>• support the recruitment and retention of high quality staff;</li> <li>• recognise and reward staff for their contribution to school improvement;</li> <li>• ensure that pay decisions are made in a fair and transparent way;</li> <li>• ensure that available monies are allocated appropriately.</li> </ul>
<b>1.4</b>	<p>Definitions</p> <ul style="list-style-type: none"> <li>• 'Trust' – refers to the Alpha Trust.</li> <li>• 'Board of Trustees/Trustees' – refers to the Alpha Trust Board of Trustees, which has ultimate responsibility for governance.</li> <li>• 'Pay Committee' – refers to the Alpha Trust Pay Committee which in general terms monitors the operation of Alpha Trust's Pay Policy (full Terms of Reference, Appendix A).</li> <li>• 'Local Governing Body' – this refers to the local governing body, which has delegated powers from the Board of Trustees in relation to governance for their academy. The members of the local governing body are the 'local governors'.</li> <li>• 'Academy' – refers to the individual academy.</li> <li>• 'We/Us' – refers to all employees and stakeholders within the Alpha Trust.</li> <li>• 'Department for Education' – this refers to the Government's Department for Education.</li> <li>• 'Local Authority' – this refers to the academy's local authority, based on its location within England. This may be a county, unitary authority, metropolitan borough or London borough.</li> <li>• 'CEO' – the Chief Executive Officer of the Alpha Trust.</li> <li>• 'Principal' – the term 'Principal' is used to identify the person with responsibilities of headship within each Academy who may be referred to locally as Headteacher, Principal, Executive Headteacher, Head of School or Associate Principal.</li> <li>• 'Vice-Principal' – this includes Deputy Headteachers where these are in post.</li> <li>• 'Lead Practitioner' – this includes Lead Teachers where these are in post.</li> <li>• 'Line Manager' – includes any members of teaching and support staff with management responsibility for other employees.</li> <li>• 'Trade Union' – means an organisation appearing on the Certification Officer's list of Trade Unions.</li> <li>• "Demographic Groups" – includes students who are eligible for the pupil premium, EAL, SEND or any groups identified in the specific Academy context.</li> </ul>

<b>2.</b>	<b>ROLES AND RESPONSIBILITIES</b>
	This policy applies to all Trust employees including those employed to work in individual academies within the Trust and to staff who are employed to work centrally and/or support several or all Trust academies.
<b>2.1</b>	<p><b>Pay Committees</b></p> <p>The Trust has established the following committee which has fully delegated powers to make decisions on pay, and (except in relation to a Principal's pay) will be advised by the Principal as appropriate:</p> <ul style="list-style-type: none"> <li>• Alpha Trust Pay Committee</li> </ul> <p>Pay Appeals will be heard by:</p> <ul style="list-style-type: none"> <li>• Alpha Trust Pay Appeals Committee, established as required from members of the LGB and/or Trust Board (see roles and responsibilities set out in this policy).</li> </ul> <p>The terms of reference for these committees are attached at Appendices A and B</p>
<b>2.1.1</b>	<p>Trustees and Governors will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and in accordance with the Policy, and that correct procedures have been followed.</p> <p>The Trust will monitor the effectiveness of the Performance Management process and ensure that the allocation of pay is consistent with the overall standard of teaching in the school and the outcomes for pupils.</p>
<b>2.1.2</b>	
<b>2.2</b>	<p><b>Performance Management</b></p> <p>Performance Management is a developmental and supportive process designed to ensure that teachers have the skills and support they need to carry out their role and that they continue to improve their professional practice throughout their careers. Performance management reviewers will be responsible for the performance management process, in accordance with the Performance Management Policy. Performance Management objectives will be moderated across the school to ensure consistency and fairness in pay decisions. The Performance Management Review Statement will include a pay recommendation which will be made by:</p> <ul style="list-style-type: none"> <li>• The Principal for Main Pay Range teachers, Upper Pay Range teachers, Leadership Range teachers and support staff</li> <li>• The CEO with a panel of governors or trustees for the Principal</li> <li>• Three named members of the Pay Committee for the CEO, CFO, Executive Principal and Associate Principal elements of roles.</li> </ul>
<b>2.2.1</b>	<p><b>Application for the Upper Pay Range</b></p> <p>The Principal will assess applications from teachers to be paid on the Upper Pay Range in accordance with this policy and will make a recommendation to the Pay Committee on whether the teacher should progress to the Upper Pay Range.</p>
<b>2.3</b>	<p><b>Staffing Structure</b></p> <p>The Local Governing Board, in collaboration with the Trust will, having regard to the advice and recommendation of the Principal, CEO and CFO determine, monitor and review staffing</p>

	structures. The staffing structure sets out the number and pay ranges for all posts within the individual Academies/the Trust and is at Appendix D.			
<b>2.4</b>	<p><b>Leadership Group and Lead Practitioners</b></p> <p>The Principal and Pay Committee will be responsible for determining the pay range and starting salary for employees on the Leadership and Lead Practitioner Pay Ranges.</p> <p>The Principal will be responsible for making pay progression recommendations for employees on the Leadership and Lead Practitioner Pay Ranges (excluding the Principal).</p> <p>Such recommendations will be ratified by the Pay Committee.</p>			
<b>2.5</b>	<p><b>Other teachers</b></p> <p>The Principal will be responsible for determining the pay range and starting salary, and for making pay progression decisions, for teachers on the Unqualified, Main and Upper Pay Ranges. Such decisions will be ratified by the Pay Committee.</p>			
<b>2.6</b>	<p><b>Support Staff</b></p> <p>The Principal will be responsible for determining the pay range and starting salary, and for making pay progression decisions, for all support staff. Such decisions will be ratified by the Pay Committee.</p>			
<b>2.7</b>	<p><b>Central Trust Staff</b></p> <p>The CEO will be responsible for determining the pay range and starting salary and for making pay progression decisions, for centrally employed staff. Such decisions will be reported to the Pay Committee.</p>			
<b>3.</b>	<b>PAY TIMETABLE</b>			
	<b>Date</b>	<b>External</b>	<b>Internal</b>	
	September	Inflationary Pay Award for support staff	Pay Progression decision effective for support staff	
		Inflationary Pay Award for teachers		Pay Progression decision effective for teachers
		Budget set (academies)		
	Sept/Oct		Complete PM review for teachers and support staff	
	31 October		Deadline for PM Reviews to be submitted for annual pay review decisions	
	31 December (i.e. last day of term)		Notify teachers and support staff of annual pay review & Upper Pay range application decisions	
			Notify Principal of annual pay review decision.	

<b>3.1</b>	<b>Setting and Reviewing Pay</b>
	Salaries will be determined only in the circumstances set out below.
<b>3.1.1</b>	An individual salary range and starting salary will be determined where a new appointment is made, in accordance with the relevant sections of this Policy.
<b>3.1.2</b>	The salary of individual posts will be reviewed at such times as appropriate where there are significant changes in the responsibilities or duties of the post which warrant such a review.
<b>3.1.3</b>	The salary of individual posts may be reviewed where, the setting of a salary for a new appointment, or a change of salary in the circumstance set out in 9.1.1, makes such a review necessary to maintain consistency and fairness.
	The salary, within the established range, of individual staff will be reviewed annually on or after: <ul style="list-style-type: none"> <li>• 1 September, but no later than 31 October for teachers &amp; support staff</li> <li>• 1 September, but no later than 31 December for Principal and CEO.</li> <li>• All staff will be notified by 31 December of the outcome of the pay review.</li> </ul>
<b>3.2</b>	<b>Inflationary increases – Teachers’ Pay Ranges</b>
	The Trust will ensure that the values of the minimum point of each pay range in this Policy are in line with the minimum of the corresponding ranges set out in the Teachers’ Pay and Conditions Document. The values of points on the scales above the minimum will be determined annually by the Trustees. In making its determination the Trustees will have regard to any national pay award and any requirements set out in School Teachers’ Pay and Conditions.
<b>3.2.1</b>	The salaries of individual teachers will increase, subject to them demonstrating satisfactory performance as assessed through the performance Management Process and otherwise where necessary to ensure the teacher receives the minimum of the salary range
<b>3.2.2</b>	<b>Inflationary increases – Teacher Allowances</b>
	The values of Allowances will be determined annually by the Trust Board and paid to individual teachers subject to them demonstrating satisfactory performance as assessed through the performance Management Process and otherwise where necessary to ensure the teacher receives the minimum value specified in TPCD.
	The Trust Board will determine the values of all other allowances and discretionary payments payable to individual teachers on an annual basis.
<b>3.2.3</b>	<b>Support Staff</b>
	The values of the salary points on the Local Government Pay Scale and the values of other salaries will be determined annually by the Trustees. In making its determination the Trustees will have regard to any national pay rates.
<b>3.3</b>	All staff will be informed in writing of their pay determination and the rationale for it each year according to the Pay Timetable and at any other time when a salary review takes place.
<b>4.</b>	<b>TEACHERS’ PAY</b>
<b>4.1</b>	<b>Qualified teachers</b> will be paid on the Main Pay Range or the Upper Pay Range.

	<p>The Pay Ranges in this Trust have been divided into progression stages.</p> <p>Teachers on the Main Pay Range will be paid on the six-point scale on the Main Pay Range as set out below</p> <p>Teachers on the Upper Pay Range will be paid on the five point scale on the Upper Pay Range as set out below</p> <p><u>Main Pay Range</u></p>	
	Performance Progression Stage 1 (Minimum)	£24,373
	Performance Progression Stage 2	£26,298
	Performance Progression Stage 3	£28,412
	Performance Progression Stage 4	£30,599
	Performance Progression Stage 5	£33,009
	Performance Progression Stage 6 (Maximum)	£35,971
	<u>Upper Pay Range</u>	
	Performance Progression Stage 1 (Minimum)	£37,654
	Performance Progression Stage 1.5 (Discretionary)	£38,351
	Performance Progression Stage 2	£39,049
	Performance Progression Stage 2.5 (Discretionary)	£39,769
	Performance Progression Stage 3 (Maximum)	£40,490
<b>4.2</b>	<p><b>Unqualified Teachers</b> will normally be paid on the Unqualified Pay Range.</p> <p>The Pay Range for Unqualified teachers in this Trust has been divided into progression stages as follows:</p>	
	Performance Progression Stage 1 (Minimum)	£17,682
	Performance Progression Stage 2	£19,738
	Performance Progression Stage 3	£21,793
	Performance Progression Stage 4	£23,850
	Performance Progression Stage 5	£25,908
	Performance Progression Stage 6 (Maximum)	£27,965
<b>4.2.1</b>	<p>Where an unqualified teacher is on a recognised 'route into teaching' programme, the Principal may exercise discretion to pay them on the Main Pay Range having regard to their skill, qualifications and experience.</p>	
<b>4.3</b>	<p>Where a <b>Lead Practitioner</b> post(s) is (are) included in the Staffing Structure, each Lead Practitioner will be paid within a specified range, within the Pay Range for Lead Practitioners.</p> <ul style="list-style-type: none"> <li>In setting the specified Range, the number and value of performance pay progression stages within that range will also be determined.</li> </ul>	

	<ul style="list-style-type: none"> <li>Different Lead Practitioner posts may have a different specified range, having regard to the challenge of the individual post and pay differentials within the Trust.</li> </ul>
<b>5.</b>	<b>PAY ON APPOINTMENT</b>
<b>5.1</b>	<p>The salaries of new staff will be set within the Pay Range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, including the award of any discretionary payments as allowed for within this policy, account will be taken of;</p> <ul style="list-style-type: none"> <li>the skills, experience and relevant qualifications of the individual;</li> <li>market conditions;</li> <li>any specific restrictions set out in the Teachers' Pay &amp; Conditions Document;</li> <li>the employee's current salary level;</li> </ul> <p>Newly Qualified Teachers in their first year will normally be paid on the minimum of the Main Pay Range.</p> <p>There is no assumption that an employee will be paid the same rate they were being paid by a previous employer or that progression based on performance at a previous school will be awarded</p>
<b>6.</b>	<b>PAY PROGRESSION BASED ON PERFORMANCE</b>
	<b>Teachers on the Main, Unqualified, Upper and Lead Practitioner Pay Ranges</b>
<b>6.1</b>	<p>Decisions regarding annual pay progression within the relevant ranges set out in 4.1-4.3 above, will be made with reference to teachers' performance management statements and the pay recommendation they contain. In the case of Newly Qualified Teachers, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.</p> <p>The Trust expects all teachers to perform at the highest possible level and to continue to improve their professional practice year on year. Performance Management objectives will be progressive and developmental, thereby ensuring that good performance is rewarded and that good teachers have the opportunity over a number of years, to progress to the maximum of their respective pay range.</p>

<p><b>6.2</b></p>	<p>Decisions on performance pay progression will be based on an assessment of the <u>overall</u> performance of the teacher.</p> <p>A teacher will be eligible for annual for Main Pay Range, or every other year for Upper Pay Range performance pay progression, where they:</p> <ol style="list-style-type: none"> <li>1) have been assessed as meeting all of the teaching standards, throughout the assessment period;</li> <li>2) have had their teaching assessed as at least good <u>overall</u> during the assessment period;</li> <li>2a) Upper Pay Range teachers will be expected to demonstrate increasing levels of outstanding teaching <u>overall</u></li> <li>2b) Lead Practitioners will be expected to demonstrate outstanding teaching <u>overall</u></li> <li>3) have been assessed as meeting the requirements of their job description/job role;</li> <li>4) meet their individual performance management objectives;</li> </ol> <p>Consideration will be given where factors beyond the teacher's control have impacted on their ability to meet objectives;</p> <ol style="list-style-type: none"> <li>5) have demonstrated a personal responsibility for identifying and meeting their CPD needs.</li> <li>6) have not already reached the top of their pay scale</li> </ol> <p>The evidence which will be considered in assessing performance will include:</p> <ul style="list-style-type: none"> <li>• student progress data, including demographic groups, qualitative and quantitative data, whole class or school outcomes;</li> <li>• quality of teaching against the Teaching Standards, including observed practice and marking;</li> <li>• self-assessment;</li> <li>• professional dialogue;</li> <li>• received feedback e.g. from ongoing monitoring, teaching and learning and regarding effective form tutoring;</li> <li>• performance management statements;</li> <li>• CPD records &amp; impact statements;</li> <li>• use of adults supporting learning, behaviour and safety</li> </ul> <p>And in the case of Upper Pay Range teacher and Lead Practitioners, evidence of their substantial and sustained contribution beyond their own classroom and their impact on the wider school and/or Trust as specified in the performance management procedure and guidance.</p> <p>Where a teacher has been absent for some or all of the assessment period, an assessment will be based on performance during any periods of attendance and/or prior performance.</p>
<p><b>6.3</b></p>	<p><b>Decision to progress</b></p> <p>Where all of the performance pay progression criteria set out in 6.2 above are met, the teacher will move up to the next Performance Pay Progression Stage i.e. one Main Pay Range Progression per year.</p> <p>Progression is every other year in the case of Upper Pay Range.</p> <p>Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made. A proportional pay progression of 0.5 may be awarded in these cases for the Upper Pay Range.</p>

<p><b>6.4</b></p>	<p><b>Decision not to progress</b>  Where the performance pay progression criteria in 6.2 are <b>not</b> met, the teacher will not receive any performance pay progression and <b>unless necessary to ensure the teacher receives the minimum of the salary range</b>, may not receive the inflationary increase. A decision not to award performance pay progression may be made without recourse to capability procedures. However, teachers who fail to meet the minimum teaching standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p> <p>Where a decision not to progress is made, the teacher will be supported through the performance management process to improve their performance.</p>
<p><b>6.5</b></p>	<p><b>Decision not to progress - Upper Pay Range teachers</b>  Where the performance pay progression criteria in 6.2 are <b>not</b> met, the teacher will not receive any performance pay progression and <b>unless necessary to ensure the teacher receives the minimum of the salary range</b>, may not receive the inflationary increase. A decision not to award performance pay progression may be made without recourse to capability procedures. The underperformance will initially be addressed via performance management procedures which may bring about the required improvement. Should the teacher's performance not improve to meet the Upper Pay Range standards, capability procedures may follow.</p>
<p><b>7.</b></p>	<p><b>MOVEMENT TO THE UPPER PAY RANGE</b></p>
<p><b>7.1</b></p>	<p>Any qualified teacher who has reached the Main Pay Range maximum (M6) and consider that they have achieved the criteria set out in 7.2 with evidence may apply to be paid on the Upper Pay Range once per year. Progression within the Upper Pay Range is every other year and should be applied for in the same way as progression from MPR to UPR.</p> <p>Progression before reaching the maximum on the Main Pay Range will only be by individuals identified through line management and performance management who are invited to apply by the Principal.</p> <p>It is the responsibility of the teacher to decide whether or not they wish to submit an application. Applications must:</p> <ul style="list-style-type: none"> <li>• be made in the form of a formal letter and submitted to the Principal, with supporting evidence (See 7.2);</li> <li>• be submitted by 31 October in each year (consideration will be given to accepting late applications where individual circumstances, e.g. long term absence, prevent this deadline being met).</li> </ul> <p>Teachers on the Main Pay Range may be paid an additional allowance (see Section 8.1) where movement to the Upper Pay Range is not yet suitable.</p>
<p><b>7.2</b></p>	<p><b>The Criteria</b>  An application will be successful, if the Principal and the Pay Committee are satisfied that:</p> <ul style="list-style-type: none"> <li>• the teacher has been assessed as being highly competent in all elements of the teaching standards; and,</li> </ul>

- the teacher’s achievements and contribution to the Academy and/or Trust are substantial and sustained.

In this Trust, this means that the teacher has consistently

- demonstrated that they meet all teaching standards, both in terms of teaching and personal and professional conduct, over a sustained period:
- been assessed as meeting their performance management objectives over a sustained period;

and in addition that;

- teaching has been rated as good overall, with some outstanding, over a sustained period;
- the teacher has demonstrated over a sustained period an ability to support some students to exceed expected levels of progress/achievement, linked to current Ofsted criteria;
- the teacher has consistently taken responsibility for identifying and meeting their own professional development needs and used their learning to improve their own practice and students’ learning;
- the teacher has demonstrated that they have made a substantial impact on the school beyond their own class/group(s) over a sustained period. This may include
  - demonstrating an ability to coach, mentor, advise and demonstrate best practice to, other teachers to enable them to improve their teaching practice;
  - contributing to policy and practice which has had demonstrable impact on improving teaching and learning across the academy and/or Trust;
  - other activities outlined in the Performance Management Guidance.

A teacher applying to go through the threshold needs to provide evidence that they have been developing skills and practices that can be utilised for school improvement in the post threshold role and that, once on the Upper Pay Range, will be able to successfully fulfil the expectations of a teacher on that range.

Sustained means maintained continuously over a period of at least 3 school years (a year being defined as at least 26 weeks work in any academic year). It is normally expected that this will include at least one year within this Trust, although discretion will be exercised where there is clear and compelling evidence of consistent performance against the criteria at the teacher’s previous employer.

As a minimum applicants need to submit to the Principal the following:

- Formal letter
- Lesson observation records
- Examination results data including residuals
- Performance Management Reviews and Objectives
- Evidence of wider contribution (including policy and practice which has had demonstrable impact on improving teaching and learning across the school.)

The Trust will exercise its discretion to consider performance over a lesser period where a teacher has been absent for some of the relevant period.

<b>7.3</b>	<p><b>The Assessment</b> The Principal will assess all applications to be paid on the Upper Pay Range and make a recommendation to the Pay Committee.</p>

	<p>The Principal will use the evidence contained in the teachers' performance management review paperwork and related documents to make their assessment.</p> <p>A teacher who has not been at the Trust for all of the 3 year assessment period, should provide their performance management review statement(s) from their previous employment with their application.</p> <p>A teacher may, if they wish, provide additional evidence in addition to that set out in 7.2 to support their application, but is not obliged to do so.</p>
<b>7.4</b>	<p><b>Procedure</b></p> <p>The Principal will discuss their recommendation with the teacher and the Pay Committee and will confirm the decision by 31 December.</p> <p>Where the application is approved, the teacher will progress to the minimum of the Upper Pay Range backdated to the 1 September.</p> <p>Where the application is not successful, the Principal will provide feedback and the teacher will be provided with advice and support through the performance management process to develop their skills with a view to them making a future successful application.</p> <p>Teachers have the right to appeal any decision not to move them onto the Upper Pay Range. The appeals procedure is in section 21 of this policy.</p>
<b>8.</b>	<b>ADDITIONAL ALLOWANCES</b>
<b>8.1</b>	Teachers on the Main or Upper Pay Ranges may be paid an additional allowance as follows:
<b>8.1.1</b>	<b>Teaching and Learning Responsibility (TLR) Payments</b>
	<p>There are 3 TLR levels: TLR1, TLR2 and TLR3</p> <p>TLRs may be awarded to teachers on the Main or Upper Pay Range. A teacher may not be in receipt of more than one TLR1 or TLR2 concurrently.</p> <p>Posts which attract TLR1 and TLR2 Allowances, and the amount of those Allowances, are set out in the staffing structure (see Appendix D).</p> <p>TLR1 and TLR2 payments are permanent while the employee remains in the same post in the staffing structure.</p> <p>TLR3 Allowances are paid for a fixed-term period, for delivery of a significant responsibility in relation to a clearly time-limited school improvement or one-off externally driven project.</p> <p>The Principal will determine what projects should attract a TLR3 Allowance and the value of those Allowances having regard to the context, nature and complexity of the responsibility. Fixed term or one off discretionary payments may be offered as an alternative to a TLR3.</p>

	<p>The Principal will invite teachers to express interest in relevant projects and will allocate TLR3s on the basis of an assessment, through professional dialogue, of which teacher has the relevant skills and knowledge required for the specific project.</p> <p>In determining the allocation and value of TLR3 payments, due regard will be given to ensuring consistency, fairness, transparency and value for money.</p> <p>Where a TLR is awarded, written notification will be given to the teacher of:</p> <ul style="list-style-type: none"> <li>• the nature of the significant responsibility;</li> <li>• the level of the payment;</li> <li>• in the case of TLR3, the date on which the Allowance will end.</li> </ul>
<b>8.1.2</b>	<b>Special Needs Allowances</b>
	<p>There is one special needs allowance consisting of a minimum and maximum amount.</p> <p>The Trust will determine which posts will attract an SEN Allowance according to the criteria set out in the Teachers Pay &amp; Conditions Document which relate to teaching SEN pupils, and the amount of the Allowance in each case. Such posts are as set out in the Staffing Structure (see Appendix D).</p> <p>Where a post attracts an SEN allowance the amount of the allowance will be determined in each case by reference to:</p> <ul style="list-style-type: none"> <li>• whether any mandatory qualification is required;</li> <li>• the qualification and/or expertise of the teacher relevant to the post;</li> <li>• the relative demands of the post.</li> </ul> <p>In determining the value of an SEN payment, due regard will be given to ensuring consistency, fairness and transparency.</p>
<b>8.2</b>	<b>Unqualified Teacher Allowance</b>
	<p>The Principal may determine that an additional allowance be paid to an unqualified teacher who is paid on the Unqualified Teachers' Pay Range where, in the context of its staffing structure, the teacher has:</p> <ul style="list-style-type: none"> <li>• taken on a sustained additional responsibility which is:</li> <li>• focussed on teaching and learning; and</li> <li>• requires the exercise of a teachers' professional skills and judgement: or</li> <li>• qualifications or experience which bring added value to the role s/he is undertaking.</li> </ul> <p>The Principal will determine the amount of any such allowances having due regard to consistency, fairness and transparency.</p>
<b>9.</b>	<b>LEADERSHIP GROUP PAY</b>
	<b>Inflationary increases will be applied as set out in section 3.2</b>
<b>9.1</b>	The Pay Range for Leadership Posts at this school has been divided into Pay Progression Stages as set out in Appendix E.

<p><b>9.1.1</b></p>	<p>The Pay Committee will determine the group size of the Academy with reference to student numbers as set out in TPCD and determine appropriate Salary Ranges for each Leadership Post, normally within the Group Size<sup>1</sup>.</p> <p>Where a person is appointed as Principal of more than one Academy on a permanent basis, the group size and Salary Range will be determined by reference to the combined student numbers of all the schools and the overall responsibility of the post.</p> <p>In setting the individual Salary Ranges for Leadership Posts the Pay Committee will:</p> <ul style="list-style-type: none"> <li>• take account of all of the permanent responsibilities, and challenges that are specific to the role and any other relevant considerations;</li> <li>• have regard to appropriate pay differentials with other staff;</li> </ul> <p><b><sup>1</sup>The Salary Ranges of Deputy/Vice Principals and Assistant Headteachers/Associate Vice Principals must not exceed the Group Size of the school</b>  <b>Where the Trustees determine a higher than normal salary is warranted for the headship, the Salary Range of the Principal may exceed the Group Size of the school, subject to the total salary, including any temporary payment made under 9.1.4 below, not exceeding 25% above the Group Size, other than in exceptional circumstances in which case:</b></p> <ul style="list-style-type: none"> <li>• a business case must be approved by the Trustees</li> <li>• the Trustees could seek external independent advice.</li> </ul>
<p><b>9.1.2</b></p>	<p>When determining the starting salary of a newly appointed member of the Leadership Group, consideration will be given to the extent to which the candidate meets the requirement of the post and whether this merits a starting salary higher than the minimum of the Range determined in Section 9.1.1. The starting salary will allow for performance progression over time.</p>
<p><b>9.1.3</b></p>	<p>Progression within the Salary Range, will be subject to the individual demonstrating a sustained high quality of performance having regard to the most recent review carried out under the Performance Management Policy.</p> <p>Determination of whether there has been “sustained high quality of performance” will be made in accordance with the criteria outlined in Appendix C of this Policy.</p>
<p><b>9.1.4</b></p>	<p>Based on an assessment of performance, a decision will be made whether the employee should move up a progression stage or stages and whether the employee will be awarded the inflationary pay rise <b>(unless this is necessary to ensure the teacher receives the minimum of the salary range)</b>. The degree of progression will be directly related to the assessed level of performance.</p>
<p><b>9.1.4</b></p>	<p>Performance Progression is limited to the maximum of the Salary Range as determined in 9.1.1.  Discretion will be applied where not all performance management objectives have been fully met, but significant progress has been made</p>
<p><b>9.1.5</b></p>	<p>Where the employee’s performance is assessed as not being of a sustained high quality, there will not be any performance pay increase. A decision not to award a performance pay increase may be made without recourse to capability procedures. However, those who fail to meet the minimum standards and/or who consistently fail to improve their practice or to sustain the expected level of performance for their pay level, may be subject to these procedures.</p>

	Where a decision not to progress is made, the employee will be supported through the performance management process to improve their performance.
<b>10.</b>	<b>ADDITIONAL PAYMENTS TO TEACHERS</b>
<b>10.1</b>	<b>Temporary Payments to the Principal</b>
	<p>The Trust may determine that an additional temporary payment be made to the Principal for clearly defined responsibilities or duties which are in addition to, and have not previously been taken into account in setting, the permanent Salary Range under 9.1.1.</p> <ul style="list-style-type: none"> <li>The total sum of any additional payments set out in this section (and in 9.1.1) will not exceed 25% of the value of the Principal's point on the Leadership Pay Spine.</li> </ul>
	Except where specified, the following payments may not be made to members of the Leadership Group. Where relevant, any additional payments must be made as part of their permanent Salary Range (as set out in 9.1.1 above) or as a temporary payment (as set out in 10.1 above).
<b>10.2</b>	<b>Continuous professional development undertaken outside the school day</b>
	The Trust does not make payments for CPD outside of the school day.
<b>10.3</b>	<b>Activities related to the provision of initial teacher training (ITT)</b>
	<p>Lead Practitioners will support teachers on ITT programmes as part of their role. Where teachers on the main or upper pay range volunteer to support teachers on ITT programmes as part of the ordinary conduct of the Trust by:</p> <ul style="list-style-type: none"> <li>supervising and observing teaching practice</li> <li>act as a professional mentor</li> <li>run seminars or tutorials as part of the programme they will be paid an additional allowance [enter rate (a)].</li> </ul> <p>The Principal of each Academy will determine whether any payment will be made for these activities.</p>
<b>10.4</b>	<b>Participation in out of school learning activities</b>
	<p>Where a teacher at the school undertakes 1:1 Tuition outside of the school day, they will be paid an out of school learning allowance payment of £30.00 gross per hour.</p> <p>Where a part-time teacher at the school undertakes 1:1 Tuition during the school day they shall be paid their normal hourly rate.</p> <p>Where a teacher at the school undertakes other activities such as Summer School, or Revision sessions, they will be paid an amount agreed within the budget of the event not exceeding £150 per day or £200 per day if involving an overnight stay.</p>
<b>10.5</b>	<b>Provision of services to another school(s)</b>
	<p>The Trust may authorise teachers, including Leadership Group, to undertake additional responsibilities and activities relating to the raising of standards in one or more other Academy.</p> <p>Where such an agreement is authorised, the Trust will determine, what, if any, payment should be paid to the teacher and/or to other staff, in recognition of the</p>

	<p>associated additional responsibility and how much shall be retained by the school Trust to cover associated costs such as administration or supply cover.</p> <p>Any payment to the Principal will be made under 10.1 of this Policy. Payments to other staff may include acting arrangements, temporary TLR3s or such other payment as are considered appropriate under Paragraph 26.1 of TPCD.</p> <p>All such payments are temporary with no entitlement to safeguarding when they cease.</p>
<b>10.6</b>	<b>Recruitment and Retention Payments and Incentive</b>
	<p>The Trust may authorise, on a case by case basis, a payment or incentive to secure the recruitment, and/or to retain the services, of a teacher. In authorising such a payment, the following factors will be considered:</p> <ul style="list-style-type: none"> <li>• that there is evidence that there is difficulty in appointing to a particular post or in recruiting a teacher with the required skills, qualifications and/or experience;</li> <li>• that there is a need to retain the skills, qualifications or experience of an individual;</li> <li>• whether the salary available in the context of the staffing structure is insufficient to secure an appointment given the circumstances of the school;</li> <li>• available financial resources;</li> <li>• market forces.</li> </ul> <p>Any such payment or incentive will be subject to review and there will be no entitlement to a payment beyond the review date.</p> <p>Any such payment will be confirmed in writing, including details of:</p> <ul style="list-style-type: none"> <li>• whether it is for the purpose of recruitment or retention;</li> <li>• the nature of the payment or incentive;</li> <li>• if a financial payment paid, whether this will be paid monthly as part of salary or as a lump sum to be paid at an agreed time;</li> <li>• the basis for any uplifts where applicable;</li> <li>• the date which the payment/incentive will be reviewed;</li> </ul> <p>Leadership Group may only receive payments under this Section for reasonably incurred housing or relocation costs.</p>
<b>10.7</b>	<b>Acting Arrangements</b>
	<p>Where a teacher is assigned and carries out the duties of a Headteacher/Principal, Associate Principal, Deputy Headteacher/Vice Principal, or Assistant Headteacher/Associate Vice Principal, but has not been appointed in an acting capacity a determination will be made whether or not an allowance should be paid in accordance with the provisions of the School Teachers' Pay &amp; Conditions Document.</p>
<b>11.</b>	<b>PART TIME TEACHERS</b>
	<p>Teachers who work less than a full day or week are deemed to be part-time. The proportion of full-time will be calculated in accordance with the Teachers Pay &amp; Conditions Document as follows:</p>

	<p>Teacher's timetabled teaching time ----- School's timetabled teaching time</p> <p style="text-align: right;">= part-time percentage</p> <p>Part-time teachers will be expected to work a corresponding proportion of directed time and will receive a corresponding proportion of a full- time salary.</p>
	The salary and any allowances, except for TLR3s, of a part time teacher must be determined in accordance with the pro-rata principle.
<b>12.</b>	<b>SHORT NOTICE/SUPPLY TEACHERS</b>
	<p>Teachers who are engaged directly and work on a day-to-day basis or other short notice basis will have their pay determined in line with the statutory pay arrangements in the same way as other teachers.</p> <p>Supply teachers working a whole day, including directed time, will initially have their salary calculated as an annual amount; it will then be divided by 195 and multiplied by the number of days worked.</p> <p>Supply teachers working less than a full day will be hourly paid. The salary will be calculated as an annual amount and then divided by 1265 to determine the hourly rate, which will then be paid for hours worked, including any agreed payment for directed time.</p>
<b>13.</b>	<b>SUPPORT STAFF PAY</b>
	The salary of support staff is as set out in their contract of employment.
<b>13.1</b>	<p><b>Starting salary</b></p> <p>The salaries of new staff will be set within the range for the post as set out in the Staffing Structure and in accordance with this pay policy. In determining the starting salaries for individual staff, account will be taken of;</p> <ul style="list-style-type: none"> <li>• the skills, experience and relevant qualifications of the individual;</li> <li>• market conditions.</li> </ul>
<b>13.2</b>	<p><b>Pay Progression</b></p> <p>Annual progression within any pay range set out in the contract of employment, will be subject to the employee meeting the expectations as determined through the performance management process.</p>
<b>13.3</b>	<p><b>Part-time staff</b></p> <p>Support staff who work less than a full day, week and/or year are deemed to be part-time. The proportion of full-time will be calculated as follows:</p> <p>Hours per week x weeks per year ----- 37 x 52.14</p>

<b>14.</b>	<b>SALARY SACRIFICE SCHEMES</b>
	<p>The Trust operates a Salary Sacrifice Scheme in relation to:</p> <ul style="list-style-type: none"> <li>• Child Care Vouchers*</li> <li>• Cycles/cycle safety equipment</li> </ul> <p>Staff choosing to participate in a Scheme(s) will have their gross pay reduced according to the terms of the Scheme(s) for the duration of their participation.</p> <p>*Following the introduction of the Government-run Childcare Voucher Scheme, no new members will be admitted to Trust-run scheme.</p>
<b>15.</b>	<b>PENSIONS</b>
<b>15.1</b>	<p>All regular salary payments and additional allowances and payments to staff within this policy, with the exception of some recruitment and retention benefits, are pensionable.</p> <p>Note: Full-time teachers cannot be members of the Teachers' Pension Scheme for a second job (e.g. 1:1 tuition at another school). They can however join the Local Government Pension Scheme for this secondary employment.</p>
<b>15.2</b>	<p>The Trust will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement. The Trust recognises that, where this is done, the DfE and/or pension regulator, where appropriate, may use their powers to substitute a notional salary for calculation of pension.</p>
<b>16.</b>	<b>SALARY SAFEGUARDING/PROTECTION</b>
	<p>The Trust will ensure appropriate salary protection/safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document and for support staff in accordance with the schools' Redundancy and Re-organisation Procedure.</p> <p>Employees in receipt of safeguarding will be expected to undertake commensurate work.</p>
<b>17.</b>	<b>STAFFING BUDGET</b>
	<p>The amount of money allocated to implementing the Pay Policy will be determined at the beginning of each financial year through the budget allocation process of the school. The Trust will endeavour to ensure that appropriate funding is allocated for performance pay progression at all levels.</p>
<b>18.</b>	<b>EQUALITIES</b>
	<p>The Trust recognises the principle of equal pay for work of equal value in the implementation of this policy. The Trust will take into account the salaries payable in a comparable establishment, where possible, in setting pay levels.</p>

	<p>All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.</p>
<b>19.</b>	<b>OVER/UNDER PAYMENTS</b>
	<p>The Trust shall be entitled to deduct money owed by an employee to the school, from their salary at any time.</p> <p>Support staff working less than 52 weeks have their annual salary spread evenly over 12 months, whereas their working hours are spread unevenly across the year due to school closure periods. When they leave employment, a calculation will be made to assess any over- or under-payment arising from this arrangement, and any over or underpayment will be adjusted in their final pay. Employees will be notified in advance of any adjustment.</p> <p>Should an overpayment occur in other circumstances the employee will be notified in writing of the full amount of the overpayment and agreement will be sought about a reasonable repayment schedule. In the absence of such an agreement the Trust will determine a reasonable recovery schedule, usually not exceeding 5% of the monthly gross, except where the employee is leaving, where the balance owing may be deducted from final salary in the absence of an alternate agreement.</p> <p>Recovery of overpayments will be pursued in the case of former employees.</p> <p>In the case of underpayments, the Trust will apply appropriate refunds as soon as possible.</p> <p>Employees are expected to draw to the attention of the Principal and their line manager any overpayment or underpayment as soon as possible. The Employer is expected to draw to the attention of the employee any overpayment or underpayment as soon as possible.</p>
<b>20.</b>	<b>MONITORING</b>
	<p>The Trust will monitor the outcome and impact of this policy annually, assess its effect and continued compliance with equalities legislation. The effect of the policy will be assessed particularly with reference to trends in progression across specific groups of staff and the correlation between this and performance management reviews and outcomes for students.</p> <p>The pay of individual staff will remain confidential – shared only with those responsible for making pay decisions and managing administrative matters.</p>
<b>21.</b>	<b>APPEALS PROCEDURE</b>
<b>21.1</b>	<p>Staff have the right to make representations and to appeal about any aspect of their pay or pay progression in accordance with the appeals procedure within the policy, which meets, as a minimum, the statutory requirements on disputes resolution.</p>

	<p>Pay recommendations will be contained within Performance Management Review Statements and these will be discussed with employees at the review meeting. Where an employee has concerns about the pay recommendation which cannot be resolved at the review meeting, they should include these on the review statement for consideration by those responsible for making pay decisions.</p>
<b>21.2</b>	<p>An employee may make a formal appeal against any decision on pay, which must be submitted in writing within 10 working days of receipt of written notification of that decision.</p> <p>The grounds of appeals are that the decision maker(s):</p> <ul style="list-style-type: none"> <li>• incorrectly applied the provisions of the Teachers' Pay &amp; Conditions Document / national / local terms and conditions</li> <li>• failed to have proper regard for statutory guidance;</li> <li>• failed to take proper account of relevant evidence and/or took account of irrelevant or inaccurate evidence;</li> <li>• were biased; or</li> <li>• otherwise unlawfully discriminated against the employee.</li> </ul>
<b>21.3</b>	<p>Appeals will be heard by the Pay Appeals Committee.</p> <p>The Appeals will be heard at a meeting, normally within 20 working days of receipt of the written appeal. The employee will be entitled to attend the appeal meeting, to make representations and to be accompanied by a work colleague or a member of a recognised Trade Union.</p> <p>The procedure for the conduct of the appeal meeting is at Appendix B.</p> <p>Any written submissions relevant to the appeal must be circulated to all parties at least 3 working days prior to the meeting.</p> <p>The decision of the appeal committee will be notified in writing and, where the appeal is rejected, this will include a note of the evidence considered and the reasons for the decision.</p> <p>The decision of the Pay Appeals Committee is final and there is no recourse to the staff grievance procedure.</p> <p>The Principal and/or CEO shall be entitled to attend, for the purposes of providing information and advice (except in the case of his/her own salary), all proceedings of the Pay Appeals Committee.</p> <p>The role of the Pay Appeal Committee is not to make judgement about the effectiveness of individual staff. It is to satisfy themselves that any recommendation/decision has been made on the basis of evidence and has been made taking proper account of equal opportunities and that correct procedures have been followed.</p>
<b>22.</b>	<b>DATA PROTECTION</b>
<b>22.1</b>	<p>A written record of all meetings conducted under this pay policy, including pay appeals, will be made, either by the person holding the meeting or by an alternative person arranged by the school to take notes.</p>

The Trust processes any personal data collected as part of the operation of the pay policy/pay appeals procedure in accordance with its data protection policy. The pay of individual staff will remain confidential.

Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of making decisions on pay, handling pay appeals or administering any pay decisions. All data collected will be held in accordance with the Trust's retention schedule. Inappropriate access or disclosure of employee data including individual staff salaries constitutes a data breach and should be reported in accordance with the Trust's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Trust's disciplinary procedure.



## **APPENDIX A: ALPHA TRUST PAY COMMITTEE**

### **Terms of Reference**

#### **General Terms:**

- To act on matters delegated by the Board of Trustees.
- To liaise and consult with other committees where necessary.
- To consider safeguarding and equalities implications when undertaking all committee functions

#### **Membership:**

- Five including the CEO, the Chair and Vice-Chair of Trustees, the Chair of the Pay Committee and one other Trustee. Chair and Vice Chair to be appointed at the first meeting of the committee at the start of the academic year.

#### **Quorum:**

- Three trustees excluding the CEO.

#### **Meetings:**

- As required in consultation with the CEO but at least once a term.
- Committee meetings are not open to members of the public but minutes shall be made available to view on request and depending upon GDPR requirements. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- In the absence of the Chair and Vice Chair, committee members present will choose one of their number to act as chair for the meeting, excluding the CEO.
- Any decisions taken will be determined by a majority of votes of committee members present and voting. However, no vote can be taken unless quorate.

#### **Clerking:**

- By the CFO except for matters relating to the CEO or to the CFO when it will be done by a member of the Committee, to be determined at the meeting.

#### **Reporting Back to the Trust Board:**

- Minutes to be submitted at the next meeting of the Trust Board (any confidential part is circulated to the committee only).
- GDPR and confidentiality requirements should be maintained.

### **Specific Responsibilities:**

#### **General**

- To monitor the operation of the Trust's Pay Policy.
- To review and approve, on an annual basis, schools within the trust staffing structures, both teaching and support (whilst allowing the CEO and, with their agreement, the respective Executive Head teachers the flexibility to make, on their own authority, minor adjustments, providing these do not distort the approved structure and providing this is reported to the next Pay Committee meeting); in this



process to review the salaries of each member of staff annually, excepting the CEO (see below section 2 for procedure to review CEO salary).

For teaching staff, to review any case where there might not be an automatic progression up the incremental scale or payment of inflation related rises. To ensure the Trust complies with regulations and informs staff in writing of their salaries.

To review the salaries of non-teaching staff employed to ensure the smooth functioning of the trust

- To review NEETSA and CTTC staffing and salaries.
- To receive a report from the CEO on the performance and pay of Executive Head teachers and other senior managers.

## **CEO, CFO and Executive Principal pay and conditions**

### **Membership:**

- Four, excluding the CEO on matters related to CEO pay, and excluding the CFO on matters related to CFO pay, the Chair and Vice-Chair of Trustees, the Chair of the Pay Committee and one other trustee. Chair and Vice Chair to be appointed at the first meeting of the committee at the start of the academic year.

### **Quorum:**

- Three Trustees excluding the CEO.

### **Meetings:**

- As required in consultation with the CEO but at least once a year.
- Special note: In the early years of the Trust it is likely the committee may meet termly.
- Committee meetings are not open to members of the public but minutes shall be made available to view on request and depending upon GDPR requirements. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.
- Any decisions taken will be determined by a majority of votes of committee members present and voting. However, no vote can be taken unless quorate.
- The CEO/CFO and/or his/her representative are able to make representations in writing or in person to the Pay Committee if they wish to do so.

### **Clerking:**

- By a member of the Committee, to be determined at the meeting

### **Reporting Back to the Trust Board:**

- Minutes to be submitted at the next meeting of the Trust Board (any confidential part is circulated to the committee only).
- GDPR and confidentiality requirements should be maintained.



## **Responsibilities:**

- To deal with all pay and performance matters relating to the CEO and to implement the approved Pay Policy in respect of the CEO's pay.
- To undertake the performance management process in respect of the CEO, in accordance with The Education (School Teacher Performance Management) (England) Regulations 2006, including the agreement, monitoring and review of performance management objectives.
- To determine the salary of the CEO.
- To agree the appropriate Individual School Range within which the CEO's salary should fall.
- To decide pay structures for Executive Principals and the CFO and to review the same.

The terms of reference will be reviewed annually at the first meeting of the school year.

July 2019



## **APPENDIX B – ALPHA TRUST PAY APPEALS COMMITTEE**

### **Terms of Reference**

#### **General Terms:**

- To deal with all appeals against pay decisions.

#### **Membership:**

- At least three named members of the Governing Board or Board of Trustees, none of whom shall be employees or members of the Pay Committee.
- The Principal may attend all proceedings of the Pay Appeals Committee for the purpose of providing information and advice (except where the appeal is in respect of his/her own salary, where he/she will attend for the purposes of making his/her case).

#### **Appointment of Chair:**

- The Pay Appeals Committee shall agree a chair for each meeting.

#### **Quorum:**

- Three members of the committee.

#### **Meetings:**

- The Pay Appeals Committee shall meet on an as required basis.

#### **Clerking:**

- The clerk to the Pay Appeals Committee must be a person who is not a governor or Trustee of the school(s) or the Principal.

#### **Specific Responsibilities of the Pay Appeals Committee:**

##### **General**

- To determine formal appeals against pay determinations in accordance with the Appeals Procedure set out in the Pay Policy.
- Any decisions shall be made by a simple majority.
- The Pay Appeal Committee's decision will be final, notwithstanding the employee's right in law.
- The Appeal hearing shall be held in accordance with the relevant policy.

July 2019; approved by Trustees 17.07.19



## **APPENDIX B – PAY APPEALS MEETING PROCEDURE**

The meeting should be attended by the employee, his/her colleague or representative if required, a representative of the Pay Committee and the Pay Appeals Committee. The Principal and/or CEO may attend to provide information and advice (except where s/he is the appellant).

1. Introductions and opening remarks
2. Member of staff and/or representative to present case
  - School representative to ask questions
  - Pay Appeals Committee to ask questions
3. School to respond

This may include calling on the Performance Management Reviewer and/or a member of the Pay Committee/Principal/CEO where they are not presenting the case to add any relevant information / answer question (where applicable]

- Member of staff and/or representative to ask questions
  - Pay Appeals Committee to ask questions
4. Employee or representative to make closing statement
  5. School to make closing statement
  6. Both parties withdraw to allow Pay Appeals Committee to consider their decision
  7. Either both parties invited back to hear decision or the decision will be communicated in writing within 48 hours.

## APPENDIX C: PERFORMANCE PAY PROGRESSION - LEADERSHIP

To achieve progression on the Leadership Pay Scale, the School Teachers' Pay and Conditions Document (STPCD) requires individuals to have demonstrated sustained high quality performance. In making judgements against this criterion and in determining whether there should be progression consideration will be given to whether the individual has grown professionally by developing their leadership; and (where relevant), teaching, expertise.

In considering whether there has been professional growth, the following description of a person on the leadership scale will be considered:

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

To achieve progression (and for the above to be satisfied), there will need to have been a successful performance management review.

A successful performance management review involves a process of:-

- a. Performance Management objectives, linked to school improvement priorities, student outcomes, raising levels of achievement and attainment, effective form tutoring, leadership and management skills and competencies, personal development ;
- b. Performance against the Teaching Standards including observed practice;
- c. Performance against any other relevant Standards (eg the Headteacher Standards)
- d. Other evidence, including evidence of professional development/growth.

*Note: It is expected that a teacher's performance objectives will define what needs to be achieved to demonstrate that the individual has grown professionally by developing their leadership and (where relevant) teaching expertise.*



## **APPENDIX D: STAFFING STRUCTURE**

The Staffing Structure will be kept under regular review and may be amended from time to time, as the Trust considers appropriate, following consultation and as set out in the school's Redundancy and Re-organisation Policy.

*(See separate structure diagram)*

## APPENDIX E: PAY STRUCTURE

### Teachers Scales From September 2019

#### Main Pay Range

QTEACH	1 Min	£24,373
QTEACH	2	£26,298
QTEACH	3	£28,412
QTEACH	4	£30,599
QTEACH	5	£33,009
QTEACH	6 Max	£35,971

#### Unqualified Teachers

UQTEACH	1 Min	£17,682
UQTEACH	2	£19,738
UQTEACH	3	£21,793
UQTEACH	4	£23,850
UQTEACH	5	£25,908
UQTEACH	6 Max	£27,965

#### Upper Pay Range

UPR	1 Min	£37,654
	1.5	£38,351
UPR	2	£39,049
	2.5	£39,769
UPR	3 Max	£40,490

#### TLR Range

TLR	1 Min	£8,069
	1 Max	£11,788
TLR	2 Min	£2,796
	2 Max	£6,829
TLR	3 Min	£555
	3 Max	£2,757

## Leadership Scale – September 2019

Point		
LEAD'SHP	L1	£41,065
LEAD'SHP	L2	£42,093
LEAD'SHP	L3	£43,144
LEAD'SHP	L4	£44,217
LEAD'SHP	L5	£45,319
LEAD'SHP	L6	£46,456
LEAD'SHP	L7	£47,707
LEAD'SHP	L8	£48,807
LEAD'SHP	L9	£50,026
LEAD'SHP	L10	£51,310
LEAD'SHP	L11	£52,643
LEAD'SHP	L12	£53,855
LEAD'SHP	L13	£55,201
LEAD'SHP	L14	£56,578
LEAD'SHP	L15	£57,986
LEAD'SHP	L16	£59,527
LEAD'SHP	L17	£60,895
LEAD'SHP	L18	£62,426
LEAD'SHP	L19	£63,974
LEAD'SHP	L20	£65,561
LEAD'SHP	L21	£67,182
LEAD'SHP	L22	£68,851
LEAD'SHP	L23	£70,555
LEAD'SHP	L24	£72,305
LEAD'SHP	L25	£74,102
LEAD'SHP	L26	£75,934
LEAD'SHP	L27	£77,818
LEAD'SHP	L28	£79,747
LEAD'SHP	L29	£81,722
LEAD'SHP	L30	£83,757
LEAD'SHP	L31	£85,825
LEAD'SHP	L32	£87,959
LEAD'SHP	L33	£90,145
LEAD'SHP	L34	£92,372
LEAD'SHP	L35	£94,669
LEAD'SHP	L36	£97,012
LEAD'SHP	L37	£99,424
LEAD'SHP	L38	£101,885
LEAD'SHP	L39	£104,367
LEAD'SHP	L40	£106,972
LEAD'SHP	L41	£109,643
LEAD'SHP	L42	£112,391
LEAD'SHP	L43	£115,198

## APPENDIX F: Support Staff Pay Scales 1 September 2019

01-Sep-19			
New Scale	New SCP	£ per annum	£ per hour*
1	1	£17,364	£9.00
2	2	£17,711	£9.18
	3	£18,065	£9.36
3	4	£18,426	£9.55
	5	£18,795	£9.74
4	6	£19,171	£9.94
	7	£19,554	£10.14
5	8	£19,945	£10.34
	9	£20,344	£10.54
	10	£20,751	£10.76
	11	£21,166	£10.97
6	12	£21,589	£11.19
	13	£22,021	£11.41
	14	£22,462	£11.64
	15	£22,911	£11.88
	16	£23,369	£12.11
	17	£23,836	£12.35
	18	£24,313	£12.60
7	19	£24,799	£12.85
	20	£25,295	£13.11
	21	£25,801	£13.37
	22	£26,317	£13.64
	23	£26,999	£13.99
	24	£27,905	£14.46
8	25	£28,785	£14.92
	26	£29,636	£15.36
	27	£30,507	£15.81
	28	£31,371	£16.26
9	29	£32,029	£16.60
	30	£32,878	£17.04
	31	£33,799	£17.52
	32	£34,788	£18.03
	33	£35,934	£18.63
10	34	£36,876	£19.11
	35	£37,849	£19.62
	36	£38,813	£20.12
	37	£39,782	£20.62

01-Sep-19			
New Scale	New SCP	£ per annum	£ per hour*
11	38	£40,760	£21.13
	39	£41,675	£21.60
	40	£42,683	£22.12
	41	£43,662	£22.63
	42	£44,632	£23.13
12	43	£45,591	£23.63
	44	£46,542	£24.12
	45	£47,888	£24.82
	46	£49,224	£25.51
	47	£50,536	£26.19
	48	£51,884	£26.89
13	49	£54,276	£28.13
	50	£55,630	£28.83
	51	£56,987	£29.54
	52	£58,353	£30.24
	53	£59,701	£30.94
14	54	£61,898	£32.08
	55	£63,453	£32.89
	56	£65,009	£33.69
	57	£66,552	£34.49
	58	£68,097	£35.29
15	59	£69,306	£35.92
	60	£71,045	£36.82
	61	£72,775	£37.72
	62	£74,503	£38.62
	63	£76,238	£39.51

