



SALARY POLICY 2022/23

Lead	CEO
Consultation	N/A
Approved by TCT	November 2022
Next Review	Autumn 2023

Note: This updated policy will apply to all salary decisions which have effect from 1.9.2022

SALARY POLICY

1. Introduction

The Collegiate Trust is a partnership of academies in Crawley and Croydon whose purpose is to build *collaboration to deliver exceptional education*, and whose vision is *exceptional education for all*. This is reflected in our Trust's values: **ambition & collaboration**, as well as in our desired outcomes: **achievement & enjoyment**. This policy provides a key mechanism that informs our wider *Academy Improvement Strategy*.

1.1 Aims of the Policy

1.1.1 This policy sets out the structure for teachers' and support staff pay and the mechanisms to be used for making decisions about the remuneration of all staff in *The Collegiate Trust*.

1.1.2 *The Collegiate Trust* (The Trust) is an incorporated company, limited by guarantee, and is committed to ensuring all decisions are in accordance with the principles of public life: objectivity, openness and accountability. The Trust is also committed to ensuring equality of opportunity for staff and students and complying with current legislation.

1.1.3 The Trust is committed to maintaining national terms and conditions for all staff, unless it is possible to deliver better terms and conditions. Those national terms and conditions have now been significantly streamlined for teachers; this policy outlines how those streamlined terms and conditions will be developed and applied at academies within *The Collegiate Trust*.

1.2 Principles of the Policy

1.2.1 This policy is based on a whole Trust approach to pay issues.

1.2.2 The Trust has in place fair, transparent and objective criteria in order to secure consistency in pay decisions. The policy will be applied in such a way as to comply with the Trust's commitment to equal opportunities and all current legislation which may apply.

1.2.3 The Trust will at all times consider, although not be bound by, the terms of LA advice and guidance, particularly with regard to support staff.

1.2.4 The Trust will implement all regular pay increases in line with the Trust's financial year from 1st September to 31st August.

1.3 Responsibility for the Policy

1.3.1 Although the Trust retains ultimate responsibility for all matters covered by this policy, it will delegate responsibility for matters as set out below.

1.3.2 The establishment and review of the policy is the responsibility of *The Collegiate Trust*, advised by the Director with oversight of F&R issues (referred to henceforth as **the Director**), and by the CEO.

1.3.3 The application of the policy, including decisions in respect of the pay of teachers and support staff, is the delegated responsibility of the Principal of the academy, who will report all such decisions to the CEO in an annual report on salaries; this report will be made available to the LGB and the Trust. Decisions in respect of the pay of the Principal are the responsibility of the relevant LGB, advised by a sub-committee of Governors to consist of three Governors (1 of whom will be the CEO or his representative).

1.4 Monitoring and Reviewing the Policy

1.4.1 The operation of this policy will be monitored by the LGB and reviewed annually by a Director and the CEO and amended where necessary to take account of changes to national terms and conditions or changes in Trust policy. The policy will be subject to full consultation with staff and the representatives of the recognised teacher and support staff unions.

1.4.2 All members of staff will receive a briefing on this policy and have access to it through the Trust intranet. Union representatives will have access at all times to relevant documents and will be provided with full information on the Trust's budgetary and staffing situation.

2. Senior Staff & Central Trust Salaries

2.1 Details of senior staff salaries are published annually in the Trust's accounts; these show full details of salary level and pension contributions.

2.2 CEO

2.2.1 The CEO is paid on a 5-point CEO scale as shown in the contract of employment; no other benefits (other than a mobile 'phone and laptop), mileage or expenses will be paid to the CEO (other than employer's contributions to the *Teachers' Pension Scheme*).

2.2.2 The CEO is subject to an annual performance review, conducted by a subcommittee of two non-executive Board members. In reviewing performance and salary, this *Performance & Remuneration Committee* (PRC) considers:

- a. Educational outcomes across the Trust
- b. Leadership of the Trust
- c. Growth and complexity of the Trust

This is within the context of the Trust's annual Strategic Plan and agreed Trust objectives.

This subcommittee makes a recommendation to the full Board – from which discussion the CEO is excluded – about quality of performance and salary level.

2.3 Senior Trust Staff

2.3.1 Senior Trust staff (COO, CFO, Head of Education, and Directors of School Improvement) are paid on a 5-point range within the *Leadership Scale* (see Appendix E). Although this scale is designed for teacher leaders, TCT has decided that it is appropriate to use it for senior leadership posts across the Trust.

2.3.2 These staff are subject to an annual performance review, conducted by the CEO. The outcomes of this and decisions on salary are reported to the Trust PRC.

2.4 Principals

2.4.1 Each Principal is paid on a 7-point range within the Leadership Scale (see Appendix E).

2.4.2 Each Principal is subject to an annual performance review, conducted by a subcommittee of two LGB members, advised by the CEO or his nominee on the LGB. In reviewing performance and salary, this committee considers:

- a. Educational outcomes in the academy
- b. Leadership of the academy
- c. Contribution as a leader across the wider Trust

This subcommittee makes a recommendation to the full LGB – from which discussion the Principal is excluded – about quality of performance and salary level.

2.5 Teachers

2.5.1 Teachers will be paid on *The Collegiate Trust* (TCT) salary scale, on which scale TCT1 will be equivalent to the lowest level in the STPCD, TCT11 equivalent to the top of the main pay scale and TCT14 will be the equivalent to the top of the upper pay scale; TCT15-18 will provide opportunities for outstanding teachers to be appropriately rewarded for continuing work in the classroom. This scale is shown in Appendix A, with comparable current scales.

2.5.2 *Annual Salary Assessments* (ASA) will be carried out in September each year by the Principal following consultation with line managers and other appropriate staff. This assessment will incorporate information from the teacher's *Annual Appraisal Review* (AAR), as well as other information about the performance of the teacher. The ASA process is shown in Appendix B, and explained in Section 2.7 below. The outcome of the ASA and the recommendation of the Principal will be validated by the appropriate process agreed by the LGB (henceforth referred to as the *Performance & Remuneration Committee* (PRC)).

2.5.3 Following the ASA, classroom teachers will be provided with a written salary statement, by the end of the sixth week of the academic year, setting out their pay entitlement for the year which began on 1st September and the reasons for any changes. This salary will be backdated to the 1st September in that year.

2.6 Placement on the TCT Scale (Appendix A)

2.6.1 The Principal will place a teacher on a TCT point on appointment to the academy. The Principal's decision on the relevant point is a final decision and will be based on:

- an evaluation of the quality of the candidate evident through the application and interview process, including the observed teaching task
- consideration of the specialist area
- the length and quality of previous experience
- local recruitment pressures.

2.7 Progression

2.7.1 TCT recognises that the performance of a teacher is the most important factor in deciding on salary levels, but that high level performance is achieved through high quality experience and professional development. Therefore, this policy recognises the links between experience and performance, consistently incentivising the very best at the same time as ensuring teachers develop strong and clearly understood skills whilst building their craft. A teacher who is subject to *Teacher Support and Development Programme* (TSDP) or *Capability Procedures* is not eligible to be considered for salary progression until the annual salary review following their exit from these procedures.

2.7.2 Teachers make the difference for young people, and the very best make the greatest difference. The impact of a teacher should be recognised in the salary structure, with outstanding performance rewarded. This impact will be evaluated through the ASA.

2.7.3 **TCT1-11 – Main Pay Range (MPR)** (can be held with TLR)

Following the AAR, if the decision of the Principal is that a teacher's performance is at least **good enough** (see Appraisal Policy), the teacher will be awarded 2 points on the TCT scale, up to a maximum of TCT11 which is the top of MPR. The award of points cannot take that teacher beyond TCT11.

Following the AAR, if the decision of the Principal is that a teacher's performance is exceptional, that teacher **may** be awarded (at the discretion of the Principal) a non-consolidated bonus payment of £1,000. Principals will agree on an annual basis specific levels and areas of performance that would represent exceptional performance.

2.7.4 TCT12-14 – Upper Pay Range (UPR) (can be held with TLR)

If after at least one year on TCT11 a teacher is evaluated as demonstrating the highest quality performance and the ability to provide coaching and mentoring to other teachers, *and* has the potential for a wider role in the development of the leadership of the academy, s/he will be placed automatically onto TCT12, the first point on the UPR.

Progression to TCT13 and TCT14 will be considered at 2 yearly intervals following progression to TCT12 and will be awarded if the standards which allowed progression to the UPR have been maintained.

2.8 TCT15-18 – Advanced Practitioner Range (APR) (cannot usually be held with TLR)

2.8.1 Depending on the needs of the academy and the available resources, opportunities will be offered to colleagues to apply for one or more Advanced Practitioner (AP) roles. APs are appointed from outstanding teachers who consistently deliver exceptional performance and have made an active and successful contribution to the coaching and mentoring of other teachers.

2.8.2 An AP role, therefore, provides an alternative career path to leadership roles with a TLR. It is renewed annually and, if the standards are being maintained and the colleague is effectively supporting other teachers to develop their practice, progression is possible up to TCT18. An AP who is not maintaining the required standard will revert to the exact salary point held previous to the appointment as AP. An AP who is maintaining the standard but wishes to relinquish the role will revert to a MPR or UPR salary which takes account of their experience since the beginning of their AP role.

2.9 Teaching and Learning Responsibilities (TLRs)

2.9.1 A TLR is awarded to those teachers who support the high-quality teaching and learning for a designated area and for which they are accountable while in post. Before being awarded it must be shown that the teacher's duties include a significant responsibility that is not required of all classroom teachers and includes the line management of a number of colleagues.

2.9.2 The TCT TLR Scale is shown in Appendix C.

2.10 Recruitment and Retention Payments

2.10.1 Where required to fill a post which might otherwise remain unfilled, the Principal may agree a recruitment or retention (R&R) incentive for an individual. The TCT R&R Scale is shown in Appendix D. The awarding of an R&R point will be reviewed after 2 years.

2.11 Part-time Teachers

2.11.1 The Principal will assess the pay of part-time teachers on the same basis as their full-time colleagues.

2.11.2 All part-time teachers will be provided with an individual contract of employment clearly defining their contractual working time, including an appropriate element for non-teaching duties and non-contact time entitlements which matches those for full time teachers, in order to ensure that their pay reflects their working time in comparison to full-time teachers within the Trust.

2.12 Senior Leadership Team (SLT)

2.12.1 The SLT is made up of the Principal, a Deputy Principal, Assistant Principal(s) and other senior staff as appropriate; decisions on the size of the SLT and the associated pay ranges will be decided by the LGB, advised by the Principal. Deputies and Assistant Principals will be paid on a 5 point scale on the national Leadership Scale, other than the Principal who is paid on a 7 point scale. The full Leadership Scale is shown as Appendix F.

2.12.2 AARs for the SLT (other than the Principal) will be carried out by the Principal as for other teachers and reported to the PRC, with any change to salary levels back-dated to 1st September. It will not be necessary for all performance targets to be met in full before progression takes place.

3. Support Staff

3.1 All Support Staff are paid on a 3 or 4-point scale, depending on the post. The full range is shown in Appendix G.

3.2 Within their scale, staff can progress as far as the top of their grade. Salary progression is based on the performance of the individual and is linked to level achieved in the *Annual Appraisal Review* (AAR).

3.3 The AAR will be conducted towards the end of an academic year, with any resulting salary progression implemented from 1st September of that year. The AAR will consider whether the performance of the colleague is **good enough**, and this level will determine the award of any salary progression.

4. Appeals against the Decision of the Principal

4.1 A member of staff may appeal against any determination in relation to their pay or any other decision taken by the Principal or the LGB that affects their pay.

4.2 The grounds for appeal must be based on one of the following:

- incorrect application of any provision of this policy
- failure to have proper regard for TCT policy
- failure to take proper account of relevant evidence
- irrelevant or inaccurate evidence taken into account
- unfair bias
- unlawful discrimination against the teacher.

4.3 The arrangements for considering the appeals are as follows:

- The appeal must be based on one of the grounds for appeal as outlined above
- The member of staff will receive written confirmation of the pay determination and, where applicable, the basis on which the decision was made.
- If the member of staff is not satisfied, s/he should seek to resolve this by discussing the matter informally with the Principal within ten working days of the decision.
- The member of staff should set down, in writing, the grounds for the appeal as set out above and send this to the Principal within ten working days following the discussion as set out above.
- The Clerk will establish a panel of two Governors within ten working days following the receipt of the written grounds for appeal. The teacher will be informed and will be invited to the hearing, accompanied by their professional association representative or another colleague, in order to present their case in person to the committee. The Principal will also be in attendance and will present the case supporting the decision made.

- Following the hearing, the Clerk will inform the member of staff, in writing, of the panel's decision and the right to appeal further within 5 working days. If a second appeal is required, it will be heard by a panel of two Directors of The Collegiate Trust, one of whom may be the CEO. The hearing will normally be within 20 working days of the receipt of the written appeal notification and will provide the teacher with the opportunity to make representations in person, with a representative of their choice. The Chair of the original appeal panel will be in attendance and will present the reasons for the decisions of the first panel.
- Following a second hearing, the decision of the appeal panel will be given in writing and, where the appeal is rejected, will include a note of evidence considered and the reasons for the decision. This will exhaust the appeals process and there is no recourse to the staff grievance procedure. Any decisions made under appeal do not affect statutory employment rights.

APPENDIX A TCT1-14 (Main, Upper & Advanced Practitioner Ranges) [Equivalence to STPCD shown]

Scale	Outer London	Fringe		Scale	Outer London	Fringe	
TCT1 [M1]	32,407	29,344	Main Pay Range (MPR)	TCT12	44,687	41,858	Upper Pay Range (UPR)
TCT2	33,169	29,813		TCT13	46,340	43,360	
TCT3 [M2]	34,103	31,126		TCT14	48,055	44,919	
TCT4	34,904	31,614		TCT15	48,830	45,747	Advanced Practitioner Range (APR)
TCT5 [M3]	35,886	33,055		TCT16	50,595	47,228	
TCT6	36,728	33,704		TCT17	52,950	49,328	
TCT7 [M4]	37,763	35,151		TCT18	55,301	51,427	
TCT8	38,817	36,050					
TCT9 [M5]	40,050	37,264					
TCT10	41,300	38,227					
TCT11 [M6]	43,193	40,083					

APPENDIX B Annual Appraisal Review (AAR) & Annual Salary Assessment (ASA)

1. Annual Appraisal Review

This is the process by which colleagues are evaluated against their *appraisal objectives* and (for teachers) the *Teacher Standards*.

a. Evaluation against Objectives

As part of the AAR, the performance of a teacher should be evaluated as *exceeded, met, partly met* or *not met* against the agreed objectives

b. Evaluation against Teacher Standards

As part of the AAR, the performance of a teacher against the Teacher Standards should be evaluated as *exceeded, met, partly met* or *not met*. The standards are shown here for reference.

Standard
1. Set high expectations which inspire, motivate and challenge pupils
2. Promote good progress and outcomes by pupils
3. Demonstrate good subject and curriculum knowledge
4. Plan and teach well-structured lessons
5. Adapt teaching to respond to the strengths and needs of all pupils
6. Make accurate and productive use of assessment
7. Manage behaviour effectively to ensure a good and safe learning environment
8. Fulfil wider professional responsibilities

Colleagues on the *Leadership Scale* should be evaluated against the *National Standards of Excellence for Headteachers*.

Domain 1 <i>Qualities and Knowledge</i>
Domain 2 <i>Pupils and Staff</i>
Domain 3 <i>Systems and Processes</i>
Domain 4 <i>The Self-Improving School System</i>

2. Annual Salary Assessment

The ASA is informed by the outcomes of the AAR.

3. Salary Recommendations

The level achieved by the teacher through the above process will form the decision of the Principal for salary progression. The Principal will make the final decision on the level of salary progression, within the following expected levels.

Exceptional performance may be awarded non-consolidated bonus of £1,000

Good enough performance to be awarded 2 points on the TCT scale

APPENDIX C TCT TLR Scale (applies to Outer London & Fringe)

Level	Value
G	14,732
F	12,886
E	11,020
D	9,067
C	7,363
B	5,360
A	3,017

APPENDIX D TCT R&R Scale

Level	Value
R&R1	1000
R&R2	2000
R&R3	3000

APPENDIX E UNQUALIFIED

Level	Outer-London	Fringe
1	22,924	20,594
2	25,144	22,810
3	27,362	25,029
4	29,323	26,984
5	31,539	29,203
6	33,759	31,421

APPENDIX F Leadership Scale

Level	Outer London	Fringe	Level	Outer London	Fringe
L1	47,820	45,524	L23	79,635	77,345
L2	48,932	46,636	L24	81,526	79,240
L3	50,060	47,770	L25	83,464	81,173
L4	51,225	48,935	L26	85,441	83,155
L5	52,415	50,124	L27	87,471	85,181
L6	53,637	51,347	L28	89,555	87,261
L7	54,990	52,700	L29	91,682	89,396
L8	56,174	53,880	L30	93,877	91,583
L9	57,488	55,197	L31	96,116	93,825
L10	58,876	56,583	L32	98,411	96,127
L11	60,308	58,017	L33	100,774	98,485
L12	61,623	59,332	L34	103,177	100,888
L13	63,077	60,785	L35	105,651	103,366
L14	64,553	62,268	L36	108,178	105,891
L15	66,073	63,782	L37	110,785	108,494
L16	67,740	65,450	L38	113,439	111,148
L17	69,218	66,934	L39	116,114	113,823
L18	70,871	68,576	L40	118,930	116,641
L19	72,542	70,245	L41	121,811	119,520
L20	74,249	71,963	L42	124,770	122,486
L21	76,003	73,715	L43	126,539	124,274
L22	77,795	75,510			

APPENDIX G Support Staff Salary Scales

Outer London				Fringe			
Level	Annual Salary appropriate to role			Level	Annual Salary appropriate to role		
S1		S29	32,470	6	20,044	34	35,361
S2		S30	33,412	7	20,152	35	36,048
S3		S31	34,336	8	20,292	36	36,935
S4		S32	35,213	9	20,430	37	37,898
S5		S33	36,134	10	20,545	38	38,932
S6	23,142	S34	37,034	11	20,698	39	40,130
S7	23,168	S35	37,720	12	20,875	40	41,116
S8	23,239	S36	38,607	13	21,107		
S9	23,296	S37	39,580	14	21,417		
S10	23,429	S38	40,611	15	21,727		
S11	23,447	S39	41,792	16	22,097		
S12	23,467	S40	42,794	17	22,474		
S13	23,489	S41	43,813	18	22,685		
S14	23,564	S42	44,811	19	23,299		
S15	23,703	S43	45,832	20	23,697		
S16	23,751	S44	46,854	21	24,467		
S17	24,062	S45	47,802	22	25,035		

S18	24,269	S46	48,867	23	25,695		
S19	24,835	S47	49,887	24	26,450		
S20	25,373	S48	50,906	25	27,207		
S21	26,142	S49	51,901	26	28,012		
S22	26,710	S50	52,925	27	28,856		
S23	27,372	S51	53,944	28	29,715		
S24	28,120	S52	54,973	29	30,789		
S25	28,889	S53	56,021	30	31,736		
S26	29,686	S54	57,098	31	32,657		
S27	30,530	S55	58,208	32	33,546		
S28	31,386			33	34,457		

Note

The values in these scales will be reviewed annually following the publication of national guidance.

APPENDIX H Equal Pay Statement

- *The Collegiate Trust* supports the principle of equal opportunities in employment and believes as part of that principle that male and female teachers should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.
- We understand that a right to equal pay between men and women free of bias is a fundamental principle of European Union law and is confirmed by United Kingdom legislation.
- We believe that it is in our Trust's interest that pay is awarded fairly and equitably.
- We recognise that in order to achieve equal opportunities for staff, we should operate a pay system that is transparent, based on objective criteria and free from bias.
- We support the principles implicit in the public sector Gender Pay Gap Reporting, and report annually on our progress in closing the gap.

Action to Implement Policy

In order to put our commitment to equal pay into practice the Trust will:

- examine our existing and future pay practices for all our staff including those working part time hours and those who are absent on pregnancy and maternity leave;
- carry out regular monitoring of the impact of our practices;
- inform employees of how these practices work and how their own pay is determined;
- provide access to training and guidance for senior staff and governors involved in decisions about pay and benefits;
- discuss and agree the Salary Policy with staff and their organisations.

We intend through the above action to avoid unfair discrimination, to reward fairly the skills, experience and potential of all teachers and thereby to increase the efficiency and harmony of the academies in the Trust.