

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	16 December 2020
<b>Executive Member:</b>	Councillor Brenda Warrington – Executive Leader Councillor Leanne Feeley – Executive Member (Lifelong Learning, Equalities, Culture and Heritage)
<b>Reporting Officer:</b>	Tracy Brennand, Assistant Director, People and Workforce Development
<b>Subject:</b>	<b>IMPLEMENTATION OF THE 2020 MODEL PAY POLICY FOR BOTH SCHOOL BASED AND CENTRALLY BASED TEACHING STAFF</b>
<b>Report Summary:</b>	<p>The report outlines:</p> <ul style="list-style-type: none"> <li>• The key statutory changes to pay and conditions effective from 1 September 2020 for all staff who are employed and subject to teachers pay and conditions.</li> <li>• Recommendations for amendments to update and improve upon the current Model Pay Policy 2019</li> </ul>
<b>Recommendations:</b>	<p>That Executive Cabinet be recommended to agree:</p> <ol style="list-style-type: none"> <li>(i) The Council implements the Model Pay Policy 2020 as detailed in <b>Appendix 1</b> for all centrally based teaching staff employed within the Education Service.</li> <li>(ii) The Council recommends the Model Pay Policy 2020 as detailed in <b>Appendix 1</b> for adoption by all Governing Bodies of community, voluntary controlled and voluntary aided schools within the Borough, and that it applies to all teaching staff employed within these schools.</li> <li>(iii) The Council implements the national cost of living pay award with effect from 1 September 2020 to all teacher pay ranges and allowances as follows: <ul style="list-style-type: none"> <li>• Minimum of the main pay range (MPR) is increased by 5.5 per cent.</li> <li>• Maximum of the main pay range (MPR) and the minimum and maximum of all other pay ranges (i.e. unqualified pay range, upper pay range (UPR) leading practitioner and leadership pay range) and allowance ranges (i.e. TLR and SEN allowances) are increased by 2.75 per cent.</li> <li>• Advisory pay points are reintroduced on the MPR and UPR from September 2020, applying a higher than 2.75 per cent pay increase on the MPR2 – MPR5 pay points</li> </ul> </li> </ol>
<b>Corporate Plan:</b>	The 2020 Model Pay Policy supports the Living Well priorities of the Corporate Plan through the provision of opportunities for school based and centrally based teaching staff to fulfil their earnings potential through the application of their skills and work. It also ensures that Governing Bodies apply the statutory provisions of the annual School Teachers Pay and Conditions Document in a fair and consistent manner.

**Policy Implications:**

The Council is required to review its existing Model Pay Policy for teaching staff on an annual basis in light of statutory changes to conditions of service for teaching staff in England, implemented through the statutory School Teachers Pay and Conditions Document. The main objective for developing a Model Pay Policy is to ensure that Governing Bodies apply the statutory provisions of the annual School Teachers Pay and Conditions Document in a fair and consistent manner.

**Financial Implications:**

**(Authorised by the statutory  
Section 151 Officer & Chief  
Finance Officer)**

The majority of employees affected by the proposed implementation of this Model Pay Policy are employed within schools. Individual school governing bodies and senior school leadership teams will need to ensure that their school budget plans take account of the new Model Pay Policy implications and that current and future staffing structures are affordable from their funding allocations.

Teaching staff employed by the Council will also be subject to the new Model Pay Policy. These staff are funded in a number of ways, including council budget, grant and traded income. The Council's medium term financial plan (MTFP) includes an annual allowance for changes to pay and the cost impact of this Model Pay Policy is in line with assumptions in the MTFP. The forecast cost impact for the Council base budget is approximately £26k, with a further forecast cost impact of £26k on grant funded posts.

**Legal Implications:**

**(Authorised by the Borough  
Solicitor)**

The legal implications relating to the Model Pay Policy are set out in the report.

It is important for Members to note the consultation exercise, which has been undertaken prior to the recommendations by the review body.

Members will also note that certain elements of the pay policy are discretionary and therefore schools will need to ensure they adopt in an equal pay compliant manner if they are to avoid challenge and claims.

**Risk Management:**

To fail to review the existing Model Pay Policy in light of the impending statutory changes would expose the Council to legal challenge.

**Background Information:**

The background papers relating to this report can be inspected by contacting Jenny Dickie, HR Manager, People and Workforce Development.



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## **1. INTRODUCTION**

- 1.1 Remuneration and conditions of service for school teachers in England and Wales is governed by statute. The School Teachers Pay and Conditions Act 1991 established the School Teachers Review Body (hereinafter 'Review Body') responsible for recommendations relating to the pay settlement and other matters concerning duties and conditions of employment.
- 1.2 Each year the Review Body recommends amendments to pay, to develop an amended School Teachers Pay and Conditions Document (STPCD) to be implemented annually each September. The recommendations are subject to national consultation with the teacher unions, employers and other relevant interested parties as part of the usual statutory consultation process.
- 1.3 Upon publication of the updated STPCD, Local Authorities translate the document into a Model Pay Policy for teaching staff. This is a policy required by statute and which is recommended for adoption by each Governing Body. All establishments employing individuals under teacher's pay and conditions are required to have a Pay Policy available for their teaching staff. The Pay Policy should be linked to the Teachers Appraisal Policy.
- 1.4 The STPCD and the statutory guidance are to be read together to provide a complete picture of pay and conditions for teachers in England.
- 1.5 The main objective for developing a Model Pay Policy is to ensure that all Governing Bodies apply the statutory provisions of the annually revised STPCD in a consistent and fair manner, as statute provides each Governing Body with defined levels of autonomy for pay decisions. Teachers within community and voluntary controlled schools (excluding voluntary aided schools and academies) remain employees of the Council through the leadership and management of each individual Governing Body and Headteacher. As such any inconsistent decisions and action relating to pay levels and pay progression may result in equality claims, placing the Council as employer at risk of significant financial burden.

## **2. SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT (STPCD) 2020**

- 2.1 On 21 July 2020, the Review Body's 30<sup>th</sup> Report was published, setting out recommendations for changes to School Teachers Pay and Conditions 2019. The Government published its response to the School Teachers Review Body (STRB), following an 8-week consultation on 24 September 2020. As part of the national process, the National Employers Organisation for School Teachers (NEOST) were invited to respond, as a statutory consultee, and local authority leads were contacted to contribute to the response.
- 2.2 The School Teachers' Review Body (STRB) recommended the following proposed changes:
  - Minimum of the MPR is increased by 5.5 per cent.
  - Maximum of the MPR and the minima and maxima of all other pay and allowance ranges for teachers and school leaders are uplifted by 2.75 per cent.
  - These uplifts apply to all four regional pay bands.
  - Advisory pay points are reintroduced on the MPR and UPR from September 2020.

2.3 The Department for Education produced a 2020 School Teachers' Pay and Conditions Document (STPCD) <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions> that came into force on 14 October 2020. The updated STPCD 2020 show the changes agree with the STRB recommendations providing the same as follows:

- Minimum of the MPR is increased by 5.5 per cent.
- Maximum of the MPR and the minima and maxima of all other pay and allowance ranges for teachers and school leaders are uplifted by 2.75 per cent.
- These uplifts apply to all four regional pay bands.
- Advisory pay points are reintroduced on the MPR and UPR from September 2020.

2.4 Schools retain some discretion in respect of a number of specific elements within the Model Pay Policy, and the school's Pay Committee must make decisions which are relevant to their school in such circumstances. These discretionary elements include, defining the value of any Special Education Needs (SEN) allowance (Appendix 1, section 12), the length of time any recruitment or retention payment will be payable for (Appendix 1, section 13), and finally whether or not the school will allow additional payments to be made for CPD or out of school learning activities (Appendix 1, section 13).

2.5 The main purpose of this report is to:

- advise on the individual changes being introduced by the STPCD 2020
- to inform of the subsequent review undertaken by the Council on its existing 2019 Model Pay Policy, and
- to seek formal ratification of a revised Model Pay Policy 2020 for teaching staff in schools and centrally based establishments, prior to it being recommended for adoption across school Governing Bodies.

### 3. SUMMARY OF STATUTORY CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT 2020, AND IMPLICATIONS FOR THE COUNCIL'S MODEL PAY POLICY 2020

3.1 The statutory changes for 2020 concern only pay awards to all pay ranges and allowances tabled below:

Pay Range and Allowance	Statutory Obligation	Statutory Guidance to assist implementation and interpretation
Minimum of the Teacher's Main Pay Range	<ul style="list-style-type: none"> <li>• 5.5% uplift to the statutory minimum point of the main pay range</li> </ul>	Except for teachers and leaders on the minima of their respective ranges or group ranges, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.

Maximum of the Main Pay Range and the minima and maxima of all other pay ranges and (i.e. Unqualified Pay Range, Upper Pay Range, Leading Practitioner Pay Range, Leadership Pay Range) and all allowances (i.e. TLR and SEN)	<ul style="list-style-type: none"><li>2.75% uplift to the maximum of the main pay range and to the minimum and maximum of all other pay ranges and all allowances</li></ul>	Except for teachers and leaders on the minima of their respective ranges or group ranges, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.																		
Advisory Pay Points are reintroduced on the Main Pay Range and Upper Pay Range	<p>A 6-point main pay range and a 3-point upper pay range as follows:</p> <table><tr><td>M1 (MPR minimum)</td><td>£25,714</td></tr><tr><td>M2</td><td>£27,600</td></tr><tr><td>M3</td><td>£29,664</td></tr><tr><td>M4</td><td>£31,778</td></tr><tr><td>M5</td><td>£34,100</td></tr><tr><td>M6 (MPR maximum)</td><td>£36,961</td></tr><tr><td>U1 (UPR minimum)</td><td>£38,690</td></tr><tr><td>U2</td><td>£40,124</td></tr><tr><td>U3 (UPR maximum)</td><td>£41,604</td></tr></table>	M1 (MPR minimum)	£25,714	M2	£27,600	M3	£29,664	M4	£31,778	M5	£34,100	M6 (MPR maximum)	£36,961	U1 (UPR minimum)	£38,690	U2	£40,124	U3 (UPR maximum)	£41,604	Except for teachers and leaders on the minima of their respective ranges or group ranges, schools must determine, in accordance with their own pay policy, how to take account of the uplift to the national framework in making individual pay progression decisions.
M1 (MPR minimum)	£25,714																			
M2	£27,600																			
M3	£29,664																			
M4	£31,778																			
M5	£34,100																			
M6 (MPR maximum)	£36,961																			
U1 (UPR minimum)	£38,690																			
U2	£40,124																			
U3 (UPR maximum)	£41,604																			

- 3.2 The 2020 STPCD requires a 5.5% uplift to the main pay range minimum, a 2.75% uplift to the main pay range maximum and a 2.75% statutory minima and maxima of all leadership pay range, leading practitioner pay range, unqualified pay range, upper pay range, and all allowances, effective from 1 September 2020, but provides no guidance as to what should be applied in between, because any points in between are now discretionary, not statutory. The 2020 STPCD also provides an advisory 6 point main pay range and 3 point upper pay range that is not statutory. Therefore, the Council will need to consider if the adoption of the advisory pay points and any uplift is to be afforded to the discretionary pay points and allowances in between all other pay ranges.
- 3.3 It is proposed to provide the corresponding percentage uplift on all discretionary pay points in all the teacher pay ranges and on all allowances i.e. a 2.75% uplift on all discretionary points in the unqualified, leading practitioner and leadership pay ranges. This proposal is consistent with previous years approach and feedback at a local

consultative level whereby local trade union representatives and headteachers have previously and consistently supported the uplift of all discretionary points within a pay range to the same level as that awarded to the minima and maxima pay levels.

3.4 It is further proposed to adopt the advisory 6-point main pay range (MPR) and 3 point upper pay range (UPR) pay points. The advisory pay points within the MPR and UPR are detailed in the two tables below:

3.5 The MPR advisory pay points provide the statutory minimum point 5.5% uplift and statutory maximum point 2.75% uplift with a higher than 2.75% pay increase on the current discretionary mid-points as follows:

Qualified Teachers Main Pay Range			Proposed Advisory Pay Spine	
	Pay Point	2019/2020 £ p.a.	STPCD 20/21 Advisory pay Points	Percentage increase from 19/20 to 20/21 based on advisory pay points
Minimum	MPR1	£24,373	£25,714	5.50%
	MPR2	£26,298	£27,600	4.95%
	MPR3	£28,412	£29,664	4.41%
	MPR4	£30,599	£31,778	3.85%
	MPR5	£33,009	£34,100	3.31%
Maximum	MPR6	£35,971	£36,961	2.75%

3.6 The UPR advisory pay points are consistent with a 2.75% increase to the minimum, maximum and current discretionary pay points as follows:

Qualified Teachers Upper Pay Range			Proposed Advisory Pay Spine	
	Pay Point	2019/2020 £ p.a.	STPCD 20/21 Advisory pay Points	Percentage increase from 19/20 to 20/21 based on advisory pay points
Minimum	UPR1	£37,654	£38,690	2.75%
	UPR2	£39,050	£40,124	2.75%
Maximum	UPR3	£40,490	£41,604	2.75%

3.7 Applying the advisory pay points to the current 2019/2020 discretionary MPR pay points (points MPR2 to MPR5) rather than the 2.75% pay increase results in a higher level of pay, particularly at the lower end of the pay spine. The proposal is to implement the advisory pay points over and above the statutory 2.75% increase to ensure the pay spine reflects the national advice and provides an attractive salary level for teachers, particularly those entering the profession. This approach reflects the national aims and objectives to increase the starting pay for teachers. This approach is slightly more costly

where MPR teachers are in post on the affected points, but the advantages and benefits of the higher salary levels outweigh the marginal cost differential.

- 3.8 The number of individuals (excluding casual positions) on each pay range that the national cost of living pay award affects and the number of individuals on the MPR and UPR that the advisory pay point affect are tabled below:

Pay Range	Council		Schools <i>Only those who have the Council SLA as the payroll provider</i>	
	Headcount	FTE	Headcount	FTE
Main Pay Range Minimum MPR 1 (5.5% Uplift)	-	-	83	82.00
Main Pay Range MPR 2 (4.95% Uplift)	-	-	49	46.56
Main Pay Range MPR 3 (4.41% Uplift)	-	-	38	37.80
Main Pay Range MPR 4 (3.85% Uplift)	-	-	49	47.60
Main Pay Range MPR 5 (3.31% Uplift)	1	1	57	53.54
Main Pay Range MPR 6 (2.75% Uplift)	4	4	93	79.13
Upper Pay Range UPR 1/2/3 (2.75% Uplift)	29	25.52	443	403.55
All other pay ranges i.e. unqualified pay range leading practitioner and leadership pay range (2.75% Uplift)	35	26.32	167	162.84

- 3.9 Tameside's Model Pay Policy 2020 (Appendix 1) has been drafted to reflect the changes to the statutory document. The statutory uplift to the pay range minima and maxima and allowances has been applied to the discretionary pay points and allowances (TLR, SEN, unqualified teacher allowance, retention allowance etc.) and the advisory pay points for the main pay range and upper pay range has been applied.

#### **4. NON STATUTORY REVISIONS PROPOSED TO THE COUNCIL'S MODEL PAY POLICY 2020**

- 4.1 The annual review cycle enables an internal review of the Model Pay Policy, allowing for revisions to improve future practice and provide clarification on matters.

4.2 The non-statutory changes proposed for 2020 are tabled below:

Topic	Issue	Non-statutory change proposal
Upper Pay Range Application	Concerns raised regarding the interpretation of the application criteria for progression to UPR.  TU feedback requested clarification that there is not a requirement of two years on a main pay range point that has to be completed prior to submitting an application to progress to UPR.	Clarification to be provided that a UPR progression application can be made annually and the two year appraisal cycle is in relation to the evidence criteria for progression and not a waiting period.

## 5. CONSULTATION UNDERTAKEN AT A LOCAL LEVEL

5.1 An update in relation to the teachers' pay award 2020 and publication of the STPCD 2020 was circulated via email to schools, centrally employed services and trade unions on 17 July 2020 to update on the following:

- the Teachers Pay Award 2020 consultation will take place over the summer closure period with parliament consideration and approval into October 2020
- upon publication of the STPCD 2020 the local Model Pay Policy can be reviewed, developed and approved
- following approval the Model Pay Policy 2020 will be shared with Schools for consideration and adoption (not expected to be in advance of December 2020)
- the Model Pay Policy 2020 will be effective from 1 September 2020 (backdating arrangements will be required)

Upon the publication of the STPCD 2020 on 14 October 2020 consultation has been undertaken with schools, centrally employed services and Teacher Trade Unions: NEU (ATL and NUT), NASUWT, ASCL, NAHT.

5.2 All Schools within the borough received an email on 19 October 2020 to commence consultation on the proposed updates to the current Model Pay Policy 2019. Feedback received was as follows:

All respondents to date (10) provided that their preference is to:

- apply a 5.5% pay increase to the minimum of the main pay range
- apply at 2.75% pay increase to the maximum of the main pay range and the minimum and maximum of all other pay ranges (i.e. unqualified pay range upper pay range (UPR) leading practitioner and leadership pay range) and allowance ranges
- apply a 2.75% pay increase to all discretionary pay points on all pay ranges and allowances
- adopt the main pay range and upper pay advisory pay points and percentage pay uplifts to be awarded including where higher on the main pay range discretionary pay points (MPR 2 – MPR 5).

5.3 On 20 October 2020, the revised and proposed Model Pay Policy 2020 was presented to local trade union representatives at the Joint Employment Consultation Group. Responses via email and at the meeting have been consistent with previous feedback over the years supporting the uplift to all discretionary points within each pay range



points to the same level as awarded to the minima and maxima pay points and also supporting the adoption of the MPR and UPR advisory pay points.

## **6. RECOMMENDATIONS**

- 6.1 As set out on the front of the report

**A Model Pay Policy  
for Teaching Staff in Schools  
and  
Centrally Based / Unattached Teachers**

**Produced by Tameside Council  
Human Resources**

**September 2020**

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## 1. LEGAL CONTEXT

This Pay Policy describes how the Governing Body will apply the statutory provisions of the School Teachers' Pay and Conditions document (referred to as STPCD) to teachers working in the school. This can be accessed on-line at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/920904/2020\\_STPCD\\_FINAL\\_230920.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/920904/2020_STPCD_FINAL_230920.pdf)

This Pay Policy should be read in conjunction with the STPCD and its statutory guidance. This policy cannot override the requirements of any of the National Pay and Conditions documents.

Governing Bodies are required to:

- develop, adopt and implement a policy;
- keep the policy under regular review; and
- make it available to all staff.

This model policy has been developed by the Council and is recommended to Governing Bodies for adoption.

### Centrally Based and Unattached Teachers

This model pay policy will also govern centrally based or unattached teaching staff employed by Tameside Council. The following terms should be replaced throughout the policy:

#### ***Where it states:***

*Governing Body  
Pay Committee  
Headteacher  
Deputy Headteacher / Assistant Headteacher  
School*

#### ***Read as:***

*Executive Director  
Assistant Director  
Head of Service / Principal  
Leadership posts  
Service*

## 2. AIMS

The aims of this Policy are to:

- ensure that pay and staffing arrangements enable the current and future delivery of the curriculum and school improvement plans;
- recruit, retain and motivate highly effective and high quality teachers and leaders;
- recognise the valuable contribution which teachers make to the school;
- provide a framework that sets out how all pay decisions are made in accordance with the Equal Pay Statement set out in appendix 1;
- recognise the financial constraints of the current staffing budget (based on a "whole school approach") for the school when reviewing and assessing the current staffing budget; and
- support the application of the school's adopted appraisal policy for teachers.

### **3. GENERAL PRINCIPLES AND APPLICATION**

#### **3.1 Roles and Responsibilities**

The full Governing Body will determine the Pay Policy and pay ranges.

Implementation of the Pay Policy will be the responsibility of the Pay Committee (a Committee of the Governing Body). The constitution and terms of reference for this Committee are outlined in appendix 2.

The Pay Committee will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation has been made based on evidence and in accordance with the Appraisal and Pay Policies, and that the correct procedures have been followed.

The Pay Committee will monitor the effectiveness of the appraisal process and ensure that the allocation of pay is consistent with the standard of teaching of each individual, and with the outcomes for pupils.

In seeking to apply these aims, the Governors will consider advice issued by the Local Authority, the Department for Education, Local Government organisations and the Teachers Associations and Trade Unions.

The Pay Committee will be responsible for the decisions in respect of the Headteacher.

When determining pay progression, the Governing Body will take account of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels. The Governing Body recognises that funding cannot be used as a criterion to determine pay progression.

#### **3.2 Timing**

The Pay Committee will meet at least annually during the autumn term, and no later than 31 October (or 31 December for Headteachers). The Pay Committee will carry out an annual review of every teacher's salary for implementation from 1 September, or on appointment. Salary reviews can be undertaken at any other time of the year if required. For example, to reflect any changes in circumstances or job description that leads to a change in the basis for calculating an individual's pay, or to correct errors.

#### **3.3 Records**

The pay records of individual teachers will be confidential.

A written statement will be given to each employee setting out their salary and any other financial benefits to which they are entitled.

The Pay Committee will decide the pay of all teachers and consider appraisal review information in relation to pay decisions. The Headteacher will be responsible for providing evidence to the Pay Committee to enable members of the Committee to apply this policy, including decisions of the Pay Committee in respect of the Deputy Headteacher(s), Assistant Headteacher(s), Lead Practitioners, main and upper pay range Classroom Teachers and Unqualified Teachers, and for presenting reports and making recommendations as appropriate to the Pay Committee.

#### **3.4 Confidential Minutes**

The Pay Committee will maintain confidential minutes of all its meetings, recording its decisions and the reasons for them and report all its decisions to the full Governing Body.

Differences between jobs as described in job descriptions will be recognised by ensuring there are appropriate pay differentials.

All teachers will receive information about vacant posts, including temporary and acting posts and those with Teaching and Learning Responsibility payments. These will be advertised in line with the school's recruitment and selection policy having regard to advice and guidance from the Local Authority. The school's staffing structure shall be recorded in writing and be available to all staff.

The annual pay review will be carried out with regard to the staffing structure in school approved by the Governing Body.

The Pay Committee will ensure that all teachers are protected against unforeseen changes to their pay and conditions in accordance with safeguarding afforded within the School Teachers' Pay and Conditions document.

Job descriptions will be provided for all teaching staff on appointment to post. Any changes will be negotiated as necessary.

Complaints relating to pay should be dealt with in line with appendix 3 and in accordance with appendix 2 of this document.

### **3.5 Part-time Teachers**

Teachers contracted to work part-time will be paid pro rata to the salary they would receive if full time, with the exception of TLR3 payments (see section 11.4).

Where a teacher works part time at more than one school, pay decisions at one school do not commit another school at which the teacher works to award increases in pay.

### **3.6 Short notice teachers engaged by the School**

Teachers who work on a day to day or other short notice basis have their pay determined in line with the statutory pay arrangements in the same way as other teachers. Teachers paid on a daily basis will have their pay calculated based on their appropriate annual salary, divided by 195 and multiplied by the number of days worked. Where a half day is worked, the calculation will be the appropriate annual salary, divided by 195, divided by 2.

Teachers who work less than a full day will be paid an hourly rate. The hourly rate will be calculated taking the annual salary and then dividing by 1265. It is expected that engagement of short notice teachers would normally be on a full or half day basis and the use of hourly rates would only be in exceptional circumstances.

A short notice teacher who is employed by the same authority throughout a period of 12 months beginning in August or September must not be paid more in respect of that period than s/he would have received had s/he been in regular employment throughout that period.

#### **4. PAY ON APPOINTMENT**

The Governing Body will determine the staffing structure and therefore pay ranges for a vacancy prior to advertising the post (see appendices 6 and 7).

The salary of newly appointed staff will be set within the range for the post as set out in the staffing structure and in accordance with the pay policy. In determining the starting salary for individual staff within the range, the Pay Committee may take into account a range of factors including:

- the skills, experience and relevant qualifications of the individual (including experience as described in appendix 5);
- market conditions;
- the school context and wider strategy, such as school improvement plans, financial situation, pupil and curriculum need;
- The employees' current salary level.

Newly qualified teachers in their first year will normally be paid on the minimum of the main pay range.

The school will endeavour to retain existing pay levels of teachers at appointment where they already fall within the pay range as advertised for the job, however there should be no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

#### **5. PAY PROGRESSION BASED ON PERFORMANCE**

Annual pay progression within the range is not automatic. Decisions regarding pay progression must be considered annually whether or not to increase the salary of teachers who have completed a year of employment since the previous annual pay determination, and if so, to what salary within the relevant pay ranges. Decisions must be made with reference to the individual employee's written appraisal report and the pay recommendation it contains. The Headteacher will be responsible for presenting appraisal review information for all teaching staff and for making recommendations to the Pay Committee, other than for themselves. In cases where there is an Executive Headteacher in post, the Executive Headteacher and/or the Headteacher could undertake this.

Decisions regarding pay progression will be based on an assessment of the typical performance of the teacher over time within the appraisal cycle. This will require decisions to be evidenced from a range of sources, including (but not exclusively) classroom observation, learning walks, work scrutiny and pupil progress information.

Teachers will be eligible for annual performance pay progression where throughout the assessment period they have demonstrated the required criteria, as outlined in each relevant section within this document (sections 6-10).

##### **5.1 Discretion**

Consideration of pay progression may be given where factors beyond the teachers' control have impacted on their ability to meet objectives. Discretion may be applied where not all performance management objectives have been met but significant progress can be evidenced.

## **5.2 Incomplete assessment period**

Where a teacher has been absent for all or some of the assessment period, for example due to maternity leave or long term sickness absence, an assessment will be made based on performance during any periods of attendance within the current cycle, if sufficient evidence is available, or prior performance in the preceding assessment cycle otherwise. Governors and Headteachers are required to take account of protections afforded by Equality Legislation, and to seek advice from Human Resources in the event of queries.

For teachers who have not been at the school for all of the assessment period, applications should include appraisal review statements from their previous employment. The employee will be responsible for providing this evidence and the Headteacher must be satisfied that they are accurate.

## **5.3 Newly Qualified Teachers (NQT's)**

Newly qualified teachers are subject to specific induction and performance processes in line with the statutory scheme. Until such time as their induction period has successfully been completed, assessment of pay decisions will be made in accordance with the statutory induction scheme, and not the schools adopted teacher appraisal policy.

## **5.4 Headteachers**

In the case of Headteachers, assessment and consideration of performance related pay progression is the responsibility of the Appraisal Review Committee. The Appraisal Review Committee may be the Pay Committee for this purpose. The Chair of this Committee will present appraisal review information to members of the Pay Committee.

## **5.5 No progression**

The Pay Committee may determine that no pay progression should be made. This decision will be made taking account of the assessment of performance. Any decision to not progress pay does not automatically invoke the capability procedure.

Where a decision is made to not progress pay, the teacher will be supported through the appraisal process to improve their performance in the first instance.

## **5.6 Accelerated Pay Progression**

Where the pay range allows for it, it is possible for consistently outstanding teachers to progress more than one point within their pay range, should they be able to meet all the required criteria for pay progression, and have demonstrated exceptional performance throughout the assessment period, and have had their teaching assessed as consistently highly effective during the assessment period.

Such pay decisions need to be justified, equitable and consistent, giving due regard to the relevant equality legislation.

## **5.7 Appeals**

Employees may make a formal appeal against a decision on pay. The appeals process is set out in appendix 3 and 4.



## **6. UNQUALIFIED TEACHERS**

Unqualified teachers will be paid on the pay range for unqualified teachers. This is a 6-point salary range in accordance with the current STPCD and the agreed teaching staff structure for this school (appendix 7).

When determining on which point to place the unqualified teacher on appointment, the Pay Committee may take account of the relevant qualifications and experience as detailed, and in line with appendix 5.

### **6.1 Pay Progression Assessment**

Annual pay progression within the range is not automatic. Unqualified teachers will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria:

- Met all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period;
- Met their most recent appraisal objectives;
- Met the requirements of their job description;
- Demonstrated a personal responsibility for identifying and meeting their CPD needs.

## **7. QUALIFIED TEACHERS – MAIN PAY RANGE**

Qualified teachers, who have not applied to be paid on the upper pay range, will be paid on the main pay range for qualified teachers. This is a 6-point salary range in accordance with the agreed teaching staff structure (appendix 7).

### **7.1 Pay Progression Assessment**

Annual pay progression within the range is not automatic. Qualified teachers will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria below:

- Met all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period;
- Met their most recent appraisal objectives;
- Met the requirements of their job description;
- Demonstrated a personal responsibility for identifying and meeting their CPD needs.

## **8. QUALIFIED TEACHERS – UPPER PAY RANGE**

### **8.1 Movement to the Upper Pay Range**

Qualified teachers may apply to be paid on the upper pay range at least once a year. Any qualified teacher being paid on the main pay range (not necessarily at the maximum of the range), subject to paragraph 5.6, may apply to be paid on the upper pay range (one application per academic year).

The upper pay range is a 3-point salary range in accordance with the agreed teaching staff structure (appendix 7).

Teachers who wish to be assessed for progression to the Upper Pay Range must submit their request between 1 September and 31 October on the school's application form. Applications will be considered by 31 December, and a successful assessment will be implemented with pay backdated to 1 September.

Movement to the upper pay range is not automatic. Applications to move to the upper pay range will usually be based on two successful consecutive appraisal reviews, recommended to be over a two-year time period. The application should contain supporting evidence gathered from a variety of sources, as set out in the appraisal policy.

The Headteacher will assess applications and their recommendation will be considered by the Pay Committee. For an application to be successful the Pay Committee must be satisfied that the teacher:

- Is highly competent in all elements of the relevant teaching standards; and
- Has demonstrated achievements and contribution to school improvement, which are substantial and sustained.

For clarification, this would mean that over a sustained period the teacher has consistently:

- Demonstrated that they are highly competent in all of the teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period, with elements of highly effective;
- Has met their most recent appraisal objectives;
- Met the requirements of their job description;
- Taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own practice.

#### **Definitions:**

**Highly competent** means performance good enough to provide coaching and mentoring to other teachers, which would enable them to improve their teaching practice

**Substantial** means make a distinctive contribution to the raising of pupil standards

**Sustained** means maintained continuously over 2 years

In the event of an unsuccessful application to progress to the upper pay range, the Headteacher will provide feedback including advice and support.

Only one application to upper pay range may be made per school, per academic year; notwithstanding the right to appeal an unsuccessful application. The appeals procedure is set out at appendix 3 and 4.

## **8.2 Progression within the Upper Pay Range**

Annual pay progression within the range is not automatic. Teachers will be eligible for annual performance pay progression within the upper pay range where, throughout the assessment period, they have consistently demonstrated the required criteria below:

- Is highly competent in all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period, with elements of highly effective;
- Has met their most recent appraisal objectives;

- Met the requirements of their job description;
- Has consistently taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own practice;
- Has demonstrated achievements and contribution to school improvement, which are substantial and sustained.

## 9. LEADING PRACTITIONERS

Where the Governing Body has determined that a lead practitioner post is to be included in the school staffing structure for the purpose of modelling and leading improvement of teaching skills, they will be paid on a 5-point salary range in accordance with the current STPCD and the agreed teaching staff structure for this school (appendix 6).

### 9.1 Pay Progression Assessment

Annual pay progression within the range is not automatic. Leading Practitioners will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria below. In this school, the leading practitioner is required to:

- Be highly competent in all of the relevant teaching standards;
- Have had their teaching assessed as highly effective overall within the assessment period;
- Have met their most recent appraisal objectives;
- Met the requirements of their job description;
- Have consistently taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own teaching practice;
- Have coached and mentored colleagues to enable them to improve their teaching practice within the school;
- Have contributed to policy and practice which has improved teaching and learning across the school;
- Have demonstrated achievements and contribution to school improvement across the wider school.

**Highly competent** means performance good enough to provide coaching and mentoring to other teachers, which would enable them to improve their teaching practice

## 10. LEADERSHIP GROUP

The Pay Committee will make recommendations to the Governing Body regarding:

- The review and setting of the Leadership Pay Ranges upon recruitment;
- The review and setting of Leadership Pay Ranges where the role of the Headteacher has substantially changed;
- The setting of a temporary Headteacher Pay Range to accommodate a seconded or fixed term Headteacher;
- The senior management structure appropriate for the school; and
- The pay for the senior management team i.e. Headteacher, Deputy Headteacher(s) and Assistant Headteacher(s), taking account of the responsibilities of the post, the background of the pupils, whether a post is difficult to fill and the performance of the post holder.

## **10.1 Determination of Leadership Pay Range**

Changes to the determination of leadership group pay should only be applied to individuals upon appointment to a leadership post, or to an existing Headteacher whose responsibilities have significantly changed, in which case a three-step process applies for Headteachers and a two-step process for all other leadership posts.

### **Headteachers (and Executive Headteachers)**

The relevant Body must determine a pay range by application of the following three-step process. In accordance with the agreed teaching staff structure, Headteachers (and Executive Headteachers) will be paid on a 7-point range.

Where an Executive Headteacher position exists, this post will be paid on a 7-point range and all other posts, including Headteachers, will be paid on a 5-point range. Only one post in the school structure will be paid on a 7-point range.

- 1) The appropriate pay range for a Headteacher will be determined by pupil numbers in line with the provisions of the 2020 STPCD. This will determine the appropriate Headteacher pay band.
- 2) The pay range for a Headteacher should not normally exceed the maximum of the Headteacher pay band. However, the Headteacher's pay range (where determined on or after 1 September 2014) may exceed the maximum where the relevant Body determines that circumstances specific to the role or candidate warrant a higher than normal payment. The relevant Body must ensure that the maximum of the Headteacher's pay range does not exceed the maximum of the Headteacher pay band by more than 25%, unless in wholly exceptional circumstances, and where supported by a robust business case, and after discussion with the Local Authority.
- 3) In the case of a new appointment, the relevant Body may wish to consider adjusting the pay range up to take account of how closely their preferred candidate meets the requirements of the post. In addition, the relevant Body may also decide to appoint on a salary that is higher than the bottom of the salary range, dependent upon the calibre of the candidate. However, the relevant Body must ensure that there is appropriate scope within the range to allow for performance related progress over time.

There is no requirement to ensure that the Headteacher's pay range exceeds the salary of the highest paid classroom teacher.

### **Deputy Headteachers and Assistant Headteachers (and Associate Headteachers where an Executive Headteacher arrangement exists)**

In accordance with the agreed teaching staff structure, Deputy Headteachers and Assistant Headteachers (and Associate Headteachers where an Executive Headteacher arrangement exists) will be paid on a 5-point range.

In the case of a new appointment, the relevant Body may wish to consider adjusting the pay range up to take account of how closely their preferred candidate meets the requirements of the post. The relevant Body must ensure that there is appropriate scope within the range to allow for performance related progress over time.

The maximum of the Deputy or Assistant (or Associate) Headteacher pay range must not exceed the maximum of the Headteacher (or Executive Headteacher) band for the school. The pay range for Deputy or Assistant Headteacher (and Associate) should only overlap a Headteacher (or Executive Headteacher) pay range in exceptional circumstances, and where supported by a robust business case, and after discussion with the Local Authority.

There is no requirement that the Assistant or Deputy (or Associate) Headteacher's pay range exceeds the salary of the highest paid classroom teacher.

### **Multiple Headships / Executive Headteacher arrangements**

Where a Headteacher is responsible for more than one school, either on a permanent or temporary basis, the relevant Body should review the Headteacher's pay in accordance with the STPCD, by aggregating the Headteacher pay band formula for the constituent school pupil numbers.

### **10.2 Pay progression within the leadership group**

Annual pay progression within the range is not automatic. Employees in leadership positions will be subject to an annual review of performance before any increase in pay is awarded. The relevant Body must decide how pay progression will be determined, and must be clearly attributable to the individual's performance, as assessed through the appraisal arrangements. The review will be carried out in the context of sustained high quality of performance taking account of appraisal objectives relating to school leadership and management and to pupil progress, which have been previously agreed at the beginning of the performance management cycle.

A recommendation on pay must be made in writing as part of the individual's appraisal report, and the relevant Body must have regard to this recommendation taking account of those objectives.

## **11. TEACHING & LEARNING RESPONSIBILITY PAYMENTS (TLR's)**

### **11.1 Permanent TLR's: TLR1 and TLR2**

A TLR1 or TLR2 may be awarded to a classroom teacher (paid on main or upper pay range) for undertaking a sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning for which he/she is made accountable. TLR's of this type are permanent whilst the post-holder remains in the same post in the staffing structure.

TLR1 and TLR2's may only be awarded on a temporary basis where the teacher is temporarily occupying a different post in the staffing structure to which a permanent TLR payment is attached (in cases such as covering for vacant posts created by absences such as secondments, maternity, sick leave; or vacancies pending permanent appointment). A teacher who holds a TLR awarded on a temporary basis, or who is on a fixed term contract, does not receive a safeguarded sum when the award comes to an end.

Before awarding a TLR1 or TLR2, the Governing Body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that it:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
- e) involves leading, developing and enhancing the teaching practice of other staff; and
- f) in respect of awarding a TLR1, that the teacher also has line management responsibility for a significant number of people.

A TLR1 and TLR2 is a payment integral to a post in the schools' staffing structure and therefore may only be held by two or more people when job sharing that post.

## 11.2 Temporary TLRs: TLR3

A TLR3 may be awarded to a classroom teacher for time limited school improvement projects or one-off externally driven responsibilities, the duration is to be established at the outset.

Before awarding a TLR3 the Governing Body must be satisfied that, the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that it:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils.

## 11.3 Values

The values of TLRs must fall within the following ranges:

- a) the range of a TLR1 is from £8,291 to £14,030 per annum
- b) the range of a TLR2 is £2,873 to £7,017 per annum
- c) The range of a TLR3 is £571 - £2,833

*The locally agreed spot points within the TLR ranges are detailed at Appendix 7.*

## 11.4 Principles

A teacher may only hold either a TLR1 or a TLR2; you cannot have both at the same time. However, a TLR1 or TLR2 could be based on a job description that itemises several different areas of significant responsibility.

Holders of a TLR1 or a TLR2 will also be eligible to receive a TLR3.

A teacher may be awarded more than one TLR3 at any one time.

Where TLR1's and TLR2's are awarded to part time teachers, this must be paid pro-rata at the same proportion as the teachers' part time contract.

A TLR3 awarded to a part time teacher will not be paid pro-rata and the whole of the value specified for a TLR3 must be paid to the teacher.

## 12. SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCE

The Pay Committee **must** award a SEN allowance to a classroom teacher (paid on main/upper pay range) when:

- working in any SEN post that requires a mandatory SEN qualification;
- working in a special school;
- teaching pupils in one or more designated special classes in a school or, in the case of an unattached teacher, in a local authority service;
- working in any non-designated setting (including any PRS) that is similar to a designated special class or unit, where the post:
  - (i) involves a substantial element of working directly with children with special educational needs;
  - (ii) requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs; and

- (iii) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school or, in the case of an unattached teacher, the unit or service.

SEN allowances of this type are permanent whilst the post-holder continues to meet the criteria stated above.

SEN allowances may only be awarded on a temporary basis where the teacher is temporarily occupying a role that meets the criteria above (in cases such as covering for vacant posts created by absences such as secondments, maternity, sick leave or vacancies pending permanent appointment). A teacher who holds a SEN allowance awarded on a temporary basis, or who is on a fixed term contract, does not receive a safeguarded sum when the allowance comes to an end.

## 12.1 Values

Where a SEN allowance is to be paid, the Pay Committee must determine the spot value of the allowance, taking into account the structure of the school's SEN provision and the following factors:

- (i) whether any mandatory qualifications are required for the post;
- (ii) the qualifications or expertise of the teacher relevant to the post; and
- (iii) the relative demands of the post.

Where a teacher is in receipt of a SEN allowance awarded under an earlier Pay Policy, the Pay Committee must:

- (a) determine whether the teacher remains entitled to a SEN allowance; and,
- (b) if so, determine the amount of that allowance, within the framework provided:

<b>Special Educational Needs Allowance</b>	<b>£ p.a.</b>
SEN 1	£2,270
SEN 2	£3,374
SEN 3	£4,479

## 12.2 Principles

SEN allowances may be held at the same time as TLRs. However, the Governing Body should, when reviewing their staffing structures and keeping them under review:

- ensure that, in the light of remodelling and the move of administrative tasks from teachers to support staff, holders of SEN allowances are not carrying out tasks that would be more appropriately undertaken by support staff;
- consider if teachers have responsibilities that meet the principles for the award of TLR payments, whether it would be more appropriate to award a TLR payment instead of a SEN allowance of a lower value.

Where the teacher is no longer entitled to a SEN allowance following the review by the Pay Committee, or where the value of the SEN allowance payable following the review is lower than the value of the SEN allowance to which the teacher was entitled, the Pay Committee must pay the teacher a safeguarded sum outlined in the STPCD. The standard appeals process will apply where an SEN allowance is reduced or removed, as outlined in appendix 3 and 4.

## **13. ADDITIONAL PAYMENTS**

The following additional payments may be allocated in accordance with the staffing/allowance structure in the school as approved by the Governing Body following recommendations from the Pay Committee (and/or Independent Advisor, where applicable).

There is no provision within the STPCD for the payment of honoraria. Any such award to a teacher for their teaching work would be unlawful. The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher.

### **Headteachers**

The total sum of any temporary payment made to a Headteacher in any school year must not exceed 25% of the annual salary, which is otherwise payable to the Headteacher.

The total sum of salary and other payments made to a Headteacher must not exceed 25% above the maximum of the Headteacher band, except as set out in paragraph 10.4 of the STPCD which, provides other than in wholly exceptional circumstances, with the agreement of the Governing Body, and having taken external independent advice and where supported by a robust business case and after discussion with the Local Authority.

#### **13.1 Temporary additional responsibilities**

The relevant Body may determine that additional, temporary payments be made to a Headteacher for 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.

#### **13.2 Provision of external services by the Headteacher**

The Governing Body has discretion to make payments to a Headteacher who provides an external service to one or more additional schools as for example:

- External Advisor for Headteacher appraisal;
- Leadership Trainer; or
- Local / National leader of Education

The Pay Committee should record their decision and inform the relevant service providers i.e. Human Resources, Payroll etc. of the payment details to ensure the correct contractual amendment and payment is made

Payments may also be made to any of the school's teachers whose post acquires additional responsibility as a result of the Headteachers activities. Payments are not automatic.

#### **13.3 Performance Payments to Seconded Teachers**

Where a teacher is seconded to a post as Headteacher in a school causing concern which is not the teachers normal place of work, the relevant Body of the recipient school may award additional point(s) to reflect sustained high quality performance, within the Headteacher Pay Range for that school.

### **Other Leadership Posts**

#### **13.4 Acting allowances**



Where a teacher, Leading Practitioner, Assistant or Deputy Headteacher takes on the higher responsibility of a colleague who is absent, s/he will be paid the appropriate salary for that post from the start of the absence period, for the duration of the absence.

Where a teacher carries out the duties of a Headteacher, Deputy Headteacher or Assistant Headteacher on a temporary basis, the Pay Committee must consider within four weeks whether the teacher shall be paid an acting allowance as a separate addition to their normal pay. It is recognised that classroom teachers and Lead Practitioners cannot be compelled to assume the professional duties of a Headteacher, Deputy Headteacher or Assistant Headteacher, but can agree to do so.

Where a Headteacher has been given a temporary Headteacher range because they have been seconded to turn round a failing school, the Governing Body may award them performance pay for one year as a lump sum if their return to their main school would otherwise prevent them from receiving the award. The lump sum is not pensionable.

### **13.5 Recruitment and retention incentives and benefits**

The ability to award recruitment and retention incentives to teachers paid on the leadership pay ranges was removed in 2014. There is no ability to award such incentives other than as reimbursement of reasonably incurred housing or relocation costs, which would only be agreed in very exceptional circumstances and where supported by a robust business case and after discussion with the Local Authority.

All other recruitment and retention considerations in relation to leadership positions must be taken into account when determining the salary range at appointment.

### **Classroom Teachers**

### **13.6 Recruitment and retention incentives and benefits**

The Pay Committee may make such payments or provide other financial assistance, support or benefits, as they consider necessary as an incentive for the recruitment or retention of classroom teachers.

The Governing Body should specify clearly the basis on which such incentives may be paid (e.g. to all teachers; to those in shortage subjects as defined by the school; or after one/two advertisements have failed to produce a suitable candidate for appointment).

Payments may only be made for recruitment and retention purposes, not for carrying out specific responsibilities, or to supplement pay for other reasons.

When awarding such incentives and benefits, the Pay Committee will have regard to other payments and allowances in place in school and should make clear at the outset the expected duration of any such incentives and benefits, and the review date after which they may be withdrawn.

Such payments shall be paid at appropriate intervals to be determined by the school. The Governing Body will review the level of payments/benefits annually.

### **13.7 Payments to teachers as a result of Executive Headship arrangements or Headteachers undertaking additional responsibilities**

Where the Headteacher becomes responsible for more than one school (either permanent or temporary), 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.

### **13.8 Continuing professional development and out of school learning activities**

No member of staff will be obliged or be put under pressure to participate in continuing professional development or out of school learning activities outside of their normal working week/year.

Agreement to make a payment is entirely at the discretion of the Governing Body. At their discretion, the Governing Body may make additional payments to teachers who undertake continuing professional development outside the school day i.e. outside a teachers directed time that is outside of the 195 days on which the STPCD requires a teacher to be available for specified work. Any agreement to participate will be documented to clarify the details of the work expected and the entitlement to payment.

The daily rate of payment will be 1/195 of the teachers' salary based on the point they are on within MPR or UPR, excluding TLR / SEN payments or other allowances. For unqualified teachers delivering out of hours learning activity, the daily rate of payment will be 1/195 of their salary based on the actual point of the unqualified teacher pay range they are on, excluding any allowances.

Payment for duties undertaken which are not fully within the scope of teachers professional responsibilities, is, not within the remit of the Model Pay Policy for teachers and must be paid accordingly following job evaluation.

For the purpose of payment for inset days at weekends and out of term time, the length of a school/council organised inset day will not exceed six working hours. Payments for work undertaken for less than a full day will be paid on a pro rata basis.

### **13.9 Initial teacher training activities (ITT)**

Teachers who voluntarily undertake school-based initial teacher training (ITT) activities may be allocated an additional payment to be determined by the Governing Body. ITT activities include supervising and observing teaching practice, giving feedback to students on their performance, acting as professional mentors, and formally assessing student's competencies.

Teachers who undertake ITT activities, which are not seen as part of the ordinary running of the school, will be given separate non-teaching contracts of employment to cover areas of work that are not part of the teaching job.

Any agreement to participate will be documented to clarify the details of the work expected and the entitlement to payment.

The Headteacher will need to notify the Payroll provider of the additional hours to ensure the correct payment is made.

### **13.10 Raising of educational standards at an additional school(s)**

Teachers who voluntarily undertake additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools, may be allocated an additional payment to be determined by the Governing Body.

### **Unqualified Teachers**

#### **13.11 Unqualified Teachers Allowance**

The Governing Body may pay an unqualified teachers allowance to unqualified teachers when it is considered that the basic salary is not adequate having regard to the responsibilities of the role, or qualifications and experience of the employee. Such allowances will be paid having regard to salary levels within the schools and in accordance with appropriate pay differentials.

An unqualified teacher may be awarded an allowance, where the teacher has:

(a) Taken on sustained additional responsibility which is:

- (ii) focused on teaching and learning
- (iii) requires the exercise of a teacher's professional skills and judgement;

Or has:

(b) Qualifications or experience which bring added value to the role s/he is undertaking.

The value of the allowance will be determined by the post held in the school's structure and the ability to recruit and retain in that post.

#### **14. SALARY SAFEGUARDING**

The Governing Body will ensure appropriate salary safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document, including where relevant, within the terms of the STPCD, the expectation to undertake commensurate work during the period that salary safeguarding applies.

## APPENDIX 1 - EQUAL PAY STATEMENT

The Governing Body strives to be an equal opportunities employer and as such, opposes all forms of unlawful or unfair discrimination and believes as part of that principle that all teachers should receive equal pay for the same or broadly similar work, for work related as equivalent and for work of equal value. All employees will be recruited, trained and rewarded on the basis of their ability and the requirements of the job.

The Governing Body believes that it is the interest of the school that pay is awarded fairly and equitably and that in order to achieve equal opportunities for teachers, the pay system will be transparent, based on objective criteria and free from bias. When making decisions about pay, the Governors will have regard to:

- The Equality Act 2010
- The Employment Rights Acts 1996
- The Employment Relations Act 1999
- The Employment Act 2002
- The Education Act 2002
- The Education & Skills Act 2008
- The Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2002

In order to put this commitment to equal pay into practice the Governing Body will:

- examine existing and future pay policies for teachers (including those working part time hours and those who are absent on pregnancy and maternity leave);
- carry out regular monitoring of the impact of practices; and
- inform staff of how these practices work and how their pay is determined;
- provide access to training and guidance for senior staff and governors involved in decisions about pay and benefits.

The Governing Body intends 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 school.

## **APPENDIX 2 - PAY COMMITTEE CONSTITUTION AND TERMS OF REFERENCE**

### **1. CONSTITUTION**

The Pay Committee will comprise of a minimum of three Governors none of whom has a pecuniary interest, or is an employee at the school.

When discussing the salary of other teachers the Pay Committee will normally be advised by the Headteacher.

The appraisal review for the Headteacher will be carried out by the Appraisal Review Panel, supported by a suitably skilled and/or experienced external advisor. This Panel may be the Pay Committee. When the Pay Committee makes decisions about the Headteacher's salary the Headteacher will withdraw from the meeting. He/she may be invited to make a presentation to the Committee prior to withdrawal.

### **2. TERMS OF REFERENCE**

The Pay Committee will have full delegated powers to make decisions within the pay policy determined by the full Governing Body. The Pay Committee will meet as required but must hold an annual meeting.

The purpose of the annual meeting will be:

- to review the changes in pay and conditions arrangements for all teaching staff;
- to receive from the Headteacher and the Council such recommendations as appropriate to the exercise of the governors functions;
- to prepare recommendations for the full Governing Body in respect of changes to the school pay policy and pay ranges. In undertaking this responsibility the Pay Committee will consult with the teaching staff, school representatives and secretaries of the recognised teacher associations;
- to undertake pay assessment for all teaching staff and prepare their annual pay statements (forms for this purpose are provided);
- to consider, (following withdrawal of the Headteacher from the meeting), the payment of the Headteacher in the forthcoming year; and
- to liaise as necessary with the school's Human Resources provider, for example, in relation to reviewing the Pay Ranges.

The Pay Committee must:

- minute clearly the reasons for all decisions.
- report all decisions to the full Governing Body.
- inform the Governing Body of the financial requirement of the decisions made.
- send a copy of the annual pay statement to each member of staff including their right to appeal;
- ensure that a copy of the annual pay statement is placed on the employee file and that any change in pay is communicated to the school's payroll provider for action.

## APPENDIX 3 – APPEALS PROCEDURE

A teacher may seek a review of any decision in relation to his/her pay. The following list includes the reasons for seeking a review of a pay decision.

Where it is alleged that the pay committee have:

- a) incorrectly applied any provision of the STPCD;
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) taken account of irrelevant or inaccurate evidence; or
- e) unlawfully discriminated against the teacher.

### Appeals Procedure

Where a teacher is dissatisfied with a pay decision made by the pay committee, he/she may appeal the decision and request a review of the salary assessment decision made in accordance with the Model Pay Policy.

Teachers should set down in writing the grounds for questioning the pay decision, including what they are hoping to achieve as a result of their appeal, within 10 working days of the notification of the pay decision being received. Teachers in schools should send their appeal to the Clerk to the Governing Body. Centrally based / unattached teachers should send their appeal to the Director, Children's.

For teachers in schools, the appeal will be heard by the appeal committee which will normally consist of a panel of 3 Governors excluding those with a pecuniary interest and those who were involved in the original decision.

For centrally based/unattached teachers, the appeal will be heard by a Director. Where the Director has a pecuniary interest or was involved in the original determination, an alternative Director will be identified.

Wherever possible, the appeal meeting will normally be held within 20 working days of receipt of the written appeal notification.

The teacher will be given the opportunity to make representations in person. The teacher is entitled to be accompanied by a work colleague or professional association/trade union representative at the appeal meeting.

The decision of the appeal panel will be given in writing. Where the appeal is rejected, the written decision will include details of the evidence considered and the reasons for the decision.

The appeal decision is final and there is no further right of appeal.

The outline process to be followed during the appeal meeting is detailed below.

## **APPENDIX 4 – PAY APPEAL MEETING OUTLINE PROCESS TO BE FOLLOWED**

### **Chair of Pay Appeal Meeting:**

- Welcomes all to the meeting and allows all present to introduce themselves
- Confirms that the pay appeal meeting has been convened under the school's Model Pay Policy, in respect of a pay decision made by the Pay Committee
- confirms the appeal points being considered
- confirms the employee has received the information pack
- checks if employee is happy with their representation
- checks if anyone has other information that they wish to be considered – if so, an adjournment may be required for all parties to read
- provides an explanation of the process:
  - Appeal meeting is to try and establish the facts of the case
  - to reach a decision on what action, if any, is necessary
  - explains the order of events, as detailed below

### **The Process:**

1. The representative from the Pay Committee will present information for their decision and reference any supporting information.
2. Teacher (or their representative) may question the Pay Committee representative.
3. Appeal Committee may question the Pay Committee representative.
4. The teacher (or their representative) will present information to the Appeal Committee and reference any supporting information.
5. The representative from the Pay Committee may question the teacher.
6. Appeal Committee may question the teacher.
7. Final statements may be made by both the Pay Committee representative and the teacher.

### **ADJOURN**

Meeting adjourned and all parties withdraw whilst the Appeal Committee consider the matter and deliberate their response.

### **RECONVENE**

8. All parties are recalled and the decision is conveyed.
9. Confirm that the appeal decision is final and there is no further right to appeal.
10. The decision will be confirmed in writing.

## **APPENDIX 5 - EXERCISE OF DISCRETION RELATING TO EXPERIENCE**

In reference to Section 4, determining salary upon appointment, the Governing Body is permitted to apply discretion relating to teaching and other relevant work experience.

Examples of relevant work experience may include:

a) teaching experience either qualified or unqualified:

- a Ministry of Defence (MOD) school
- an Independent school
- An Academy
- a City Technology College
- an overseas school outside the European Economic Area or Switzerland in the maintained sector of the country concerned
- further education, including sixth form colleges
- higher education

b) relevant experience outside teaching:

- supervisory duties involving children;
- full time study following qualification as a teacher;
- voluntary service following qualification as a teacher;
- employment in the industrial commercial or service sector at a level commensurate with that of a teacher and in a directly related field to the subject taught or responsibility to be held; and
- family responsibilities



## APPENDIX 6 - PAY SPINE FOR THE LEADERSHIP GROUP (ENGLAND) 2020

### Leadership Pay Range

Pay spine	£ p.a.
L1	£42,195
L2	£43,251
L3	£44,331
L4	£45,434
L5	£46,566
L6	£47,735
L7	£49,019
L8	£50,151
L9	£51,402
L10	£52,723
L11	£54,091
L12	£55,338
L13	£56,721
L14	£58,135
L15	£59,581
L16	£61,166
L17	£63,508
L18	£64,143
L19	£65,735
L20	£68,347
L21	£69,031
L22	£70,745
L23	£73,559
L24	£74,295
L25	£76,141
L26	£79,167
L27	£79,958
L28	£81,942
L29	£83,971
L30	£87,313
L31	£88,187
L32	£90,379
L33	£92,624
L34	£96,310
L35	£97,273
L36	£99,681
L37	£102,159
L38	£106,176
L39	£107,239
L40	£109,915
L41	£112,660
L42	£115,483
L43	£117,197

### Annual Pay Ranges for Headteachers

Group	Range of local discretionary points	Annual Salary Range (England) £ pa 2020/21 2.75%
1	L6 - L17	47,735 - 63,508
2	L8 - L20	50,151 - 68,347
3	L11 - L23	54,091 - 73,559
4	L14 - L26	58,135 - 79,167
5	L18 - L30	64,143 - 87,313
6	L21 - L34	69,031 - 96,310
7	L24 - L38	74,295 - 106,176
8	L28 - L43	81,942 - 117,197

**APPENDIX 7 - PAY SPINE FOR OTHER TEACHERS (ENGLAND) 2020**  
(Including TMBC discretionary points)

Qualified Teachers Upper Pay Range		
	UPR	£ p.a.
Minimum	UPR1	£38,690
	UPR2	£40,124
Maximum	UPR3	£41,604

Qualified Teachers Main Pay Range		
	MPR	£ p.a.
Minimum	MPR1	£25,714
	MPR2	£27,600
	MPR3	£29,664
	MPR4	£31,778
	MPR5	£34,100
Maximum	MPR6	£36,961

Unqualified Teacher Pay Range		
	UNQ	£ p.a.
Minimum	UNQ1	£18,169
	UNQ2	£20,282
	UNQ3	£22,394
	UNQ4	£24,507
	UNQ5	£26,622
Maximum	UNQ6	£28,735

Teaching and Learning Responsibility Payments		
	TLR	£ p.a.
TLR 1	1a	£8,291
	1b	£10,203
	1c	£12,115
	1d	£14,030
TLR 2	2a	£2,873
	2b	£4,785
	2c	£7,017
TLR 3	3a	£571
	3b	£1,699
	3c	£2,833

Special Educational Needs Allowance	
SEN	£ p.a.
SEN1	£2,270
SEN2	£3,374
SEN3	£4,479

Minimum	Lead Practitioner's Pay Range	
	Lead Practitioner Range	£ p.a.
	LP1	£42,402
	LP2	£43,465
	LP 3	£44,550
	LP 4	£45,658
	LP 5	£46,796
	LP 6	£47,969
	LP 7	£49,261
	LP 8	£50,397
	LP 9	£51,656
	LP 10	£52,983
	LP 11	£54,357
	LP 12	£55,610
	LP 13	£57,000
	LP 14	£58,421
	LP 15	£59,875
	LP 16	£61,467
Maximum	LP 17	£62,878
	LP 18	£64,461

## APPENDIX 8 - ANNUAL ASSESSMENT OF PAY STATEMENT

<b>NAME:</b>		<b>DATE OF APPRAISAL:</b>	
<b>JOB TITLE:</b>		<b>SCHOOL:</b>	

Please complete the form below detailing the employees current pay details and the pay outcome following the annual assessment.

Where the employee has a live warning on file, issued in line with an employment procedure that provides increments are to be withheld until the warning has expired, please ensure this is reflected in the pay recommendation and also detail in the rationale section if this is a reason for no movement within the pay range.

BASIC PAY	Pay range		Current Point	Point after appraisal	Annual Amount (£)
QUALIFIED TEACHER MAIN PAY RANGE	M1 – M6				
QUALIFIED TEACHER UPPER PAY RANGE	UPR 1 – UPR 3				
UNQUALIFIED TEACHER PAY RANGE	UNQ 1 - UNQ 6				
LEADING PRACTITIONER	LP[x] – LP[x]				
LEADERSHIP Executive / Headteacher	Group: [x] Range: L[x] – L[x]				
LEADERSHIP other Leadership posts	Range: L[x] – L[x]				
ALLOWANCES	Level	Point	Date Effective from	Expiry Date	Annual Amount (£)
PERMANENT TLR PAYMENT (TLR 1 or 2)					
TEMPORARY APPOINTMENT TO A TLR 1 or 2 ROLE (specify expiry date)					
TLR 3 (specify expiry date)					
SPECIAL EDUCATION NEEDS (SEN) ALLOWANCE					
UNQUALIFIED TEACHER ALLOWANCE (specify expiry date if temporary)					
ADDITIONAL PAYMENTS	Reason		Date Effective from	Expiry Date	Annual Amount (£)
<i>(Detail other additional payments and the expiry date if temporary e.g. Recruitment and Retention)</i>					
SAFEGUARDING	Reason		Date Effective from	Expiry Date	Annual Amount (£)
<i>(Detail any cash safeguarding payments and the expiry date)</i>					
<b>TOTAL SALARY (£'s):</b>					

**RATIONALE**

*(PLEASE DETAIL THE RATIONALE FOR THE ANNUAL ASSESSMENT OUTCOME:*

**Signed by Chair of Pay Committee on behalf of the Governing Body:**

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Notified to full Governing Body on:** \_\_\_\_\_

***One copy to be retained by the teacher and one copy to be retained by the Headteacher/Governing Body. The teacher/headteacher may request the Pay Committee to review a salary assessment decision made in accordance with the Model Pay Policy.***

**ONLY where there is a change**, the Headteacher / Governing Body Representative will need to notify the School's HR/Payroll service providers of the change to ensure the correct contractual amendment and payment is made.

For those using Tameside Council payroll services please forward a copy by email to your link Recruitment, Pensions and Payroll Officer or post to Recruitment, Pensions and Payroll, Tameside One, Market Place, Ashton-under-Lyne, Tameside, OL6 6BH.

## APPENDIX 9 - ANNUAL ASSESSMENT PAY COMMITTEE OUTCOME LETTER

Dear

### Re: Annual Pay Assessment

The Pay Committee met on <insert date> to consider your pay progression for the period September [year] to August [year]. It was agreed at the Pay Committee meeting that your salary with effect from 1 September [year] is as follows:

Pay	Amount (£)
<insert pay range i.e. UQR / MPR / UPR / Leadership>	<insert amount>
<insert TLR / Allowances>	<insert amount>
<insert additional payments>	<insert amount>
<insert safeguarding payment>	<insert amount>
<b>Total</b>	<b>&lt;insert total amount&gt;</b>

*\*add/delete rows in the table as required*

The performance review for [academic year] was successful / unsuccessful as you met / did not meet the following objectives:

<insert objectives>

- detail objectives that have/have not been met
- detail where applicable, any live warnings that result in the withholding of an increment

*\*please delete the following paragraph if additional payment(s) is not applicable*

In determining your salary the Pay Committee has awarded an <insert payment name i.e. additional payment / unqualified teacher allowance / Recruitment and Retention allowance>. This payment is for the period <insert period from and to / permanent> and is awarded for <insert rational for payment>.

**Include the following UPR outcome where a teacher has requested to move from MPR to UPR:  
UPR Outcome: [detail outcome decision]**

The decision was based on the following ground(s):

The performance review for [academic year] was successful and you have maintained to meet the required criteria and standards in the following areas:

- detail areas where the required criteria and standards have been met / maintained

OR

The performance review for [academic year] was not successful because the following objectives were not met:

- detail objectives not met
- detail where applicable any live warnings that result in the withholding of an increment

In addition, you have not maintained the required criteria and standards in the following areas:

- detail areas where the required criteria and standards have not been met / maintained

### Appeal

In the event that you are not satisfied with the outcome of the annual assessment you can appeal against this decision. To do this, you should set out your reasons for appeal in writing within 10 working days of the written outcome sent to you on <insert date>, this being no later than Date.

Teachers in schools should send their appeal to the Clerk to the Governing Body, <Insert address>. Centrally based / unattached teachers should send their appeal to the Director, Children's Services.

Yours sincerely,

NAME

Pay Committee Representative

## APPENDIX 10 – Executive Headteacher Role Profile

The Executive Headteacher role profile below is in addition to the Contractual framework for teachers and the overriding requirements of Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

### Summary of Role

The role of the Executive Headteacher will be responsible to the Governors of each school, the Director of Children's Services and the Assistant Director Education Services. The Executive Headteacher role is to provide strategic leadership and professional management to a number of schools to ensure they meet local and national objectives. This will include overall responsibility of the Schools, including all statutory duties of the Headteacher

The role of Executive Headteacher will usually be supported by a Head of School/Associate Headteacher.

The role of Executive Headteacher (IEHT) has three key priorities:

1. maintaining school improvement,
2. organisational expansion (e.g. increasing management capacity and efficiency), and
3. sharing good practice including safeguarding and promoting the welfare of children.

### Responsibilities

- The Executive Headteacher has responsibility for maintaining school improvement, although the day to day responsibility for the delivery of the curriculum rests with the Head of School / Associate Headteacher of each school.
- Through strategic thinking, the Executive Headteacher will assist the Governing Board in each school to develop a structure that ensure the leadership team and whole school staffing structure is effective, sustainable, reflects the schools values, and enables the management systems, structures and processes to work effectively in line with statutory requirements.
- By coaching the Head of School / Associate Headteacher, the Executive Headteacher will ensure each School has capacity to be led in an efficient manner and enables the leadership teams to be empowered and able to support the effective and safe learning environment of each school.
- The Executive Headteacher role has a key function of being outward facing, representing the school and sharing good practice.
- One key aspect of the sharing of good practice is the financial overview of each School budget, ensuring the range, quality and use of resources is monitored, evaluated and reviewed to improve the quality of education for all pupils, provide value for money and ensuring each school manages and optimises the use of financial and human resources to achieve the schools' educational goals and priorities. Where required, the financial overview should ensure that a deficit budget position is resolved. However, the day to day expenditure of that budget will remain with the Head of School / Associate Headteacher.
- The Executive Headteacher will report regularly to Governing Board meetings as part of a coordinated 'Head teachers report' providing clear, evidence-based improvement plans and policies for the development of the schools and their facilities.

## APPENDIX 11 – Headteacher Role Profile

The Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

A headteacher's professional duties must be carried out in accordance with and subject to:

- a) the provisions of all applicable legislation and any orders and regulations having effect under the applicable legislation, and in particular the Education Act 199 and the Act;
- b) the instrument of government of the headteacher's school;
- c) any rules, regulations or policies made either by the governing body on matters for which it is responsible, by the authority with respect to matters for which the governing body is not responsible or by the headteacher's employers;
- d) where the school is a voluntary, foundation or foundation special school, any trust deed that applies to the school;
- e) any scheme prepared or maintained by the authority under section 48 of the School Standards and Framework Act 1998;
- f) the terms of their appointment.

A headteacher may be required to undertake the following duties:

### **Whole school organisation, strategy and development**

- Provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the school.
- Develop, implement and evaluate the school's policies, practices and procedures.

### **Teaching**

- Lead and manage teaching and learning throughout the school, including ensuring, save in exceptional circumstances, that a teacher is assigned in the school timetable to every class or group of pupils:
  - a) in the first, second, third and fourth key stages, for foundation and other core subjects and religious education; and,
  - b) in the preliminary stages.
- Teach.

### **Health, safety and discipline**

- Promote the safety and well-being of pupils and staff.
- Ensure good order and discipline amongst pupils and staff.

### **Management of staff and resources**

- Lead, manage and develop the staff, including appraising and managing performance.
- Develop clear arrangements for linking appraisal to pay progression and advise the relevant body on pay recommendations for teachers, including on whether a teacher at the school who applied to be paid on the upper pay range should be paid on that range.
- Organise and deploy resources within the school.
- Promote harmonious working relationships within the school.
- Maintain relationships with organisations representing teachers and other members of the staff.
- Lead and manage the staff with a proper regard for their well-being and legitimate expectations, including the expectation of a healthy balance between work and other commitments.

### **Professional development**

- Promote the participation of staff in relevant continuing professional development.
- Participate in arrangements for the appraisal and review of their own performance and, where appropriate, that of other teachers and support staff.
- Participate in arrangements for their own further training and professional development and, where appropriate, that of other teachers and support staff including induction.



**Communication**

- Consult and communicate with the governing body, staff, pupils, parents and carers.

**Work with colleagues and other relevant professionals**

- Collaborate and work with colleagues and other relevant professionals within and beyond the school including relevant external agencies and bodies.

## **APPENDIX 12 – Deputy Headteacher, Assistant Headteacher Role Profile**

The Deputy Headteacher and Assistant Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Deputy Headteachers and Assistant Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

### **Deputy headteachers and assistant headteachers**

- A person appointed as a deputy or assistant headteacher in a school, in addition to carrying out the professional duties of a teacher other than a headteacher detailed in Appendix 13 of the Model Pay Policy document, also including those duties particularly assigned by the headteacher, must play a major role under the overall direction of the headteacher in:
  - a) formulating the aims and objectives of the school;
  - b) establishing the policies through which they are to be achieved;
  - c) managing staff and resources to that end;
  - d) monitoring progress towards their achievement;and undertake any professional duties of the headteacher reasonably delegated by the headteacher.
- If the headteacher is absent from the school a deputy headteacher must undertake their professional duties to the extent required by the headteacher or the relevant body or, in the case of a foundation, voluntary aided or foundation special school, the governing body.

## **APPENDIX 13 – Teacher other than a Headteacher Role Profile**

The teacher other than a Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Teachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

### **Teachers on the leading practitioner pay range**

- Except where otherwise provided for in the School Teachers' Pay and Conditions Document, teachers on the leading practitioner pay range have the same professional responsibilities and benefit from the same rights conferred as all other teachers, other than a headteacher. However, additional duties relevant to their role in modelling and leading improvement of teaching skills may be included in the individual job descriptions of such teachers.

### **Teachers other than a headteacher**

A teacher may be required to undertake the following duties:

#### **Teaching**

- Plan and teach lessons to the classes they are assigned to teach within the context of the school's plans, curriculum and schemes of work.
- Assess, monitor, record and report on the learning needs, progress and achievements of assigned pupils.
- Participate in arrangements for preparing pupils for external examinations.

#### **Whole school organisation, strategy and development**

- Contribute to the development, implementation and evaluation of the school's policies, practices and procedures in such a way as to support the school's values and vision.
- Work with others on curriculum and/or pupil development to secure co-ordinated outcomes.
- Subject to paragraph 52.7 supervise and so far as practicable teach any pupils where the person timetabled to take the class is not available to do so.

#### **Health, safety and discipline**

- Promote the safety and well-being of pupils.
- Maintain good order and discipline among pupils.

#### **Management of staff and resources**

- Direct and supervise support staff assigned to them and, where appropriate, other teachers.
- Contribute to the recruitment, selection, appointment and professional development of other teachers and support staff.
- Deploy resources delegated to them.

#### **Professional development**

- Participate in arrangements for the appraisal and review of their own performance and, where appropriate, that of other teachers and support staff.
- Participate in arrangements for their own further training and professional development and, where appropriate, that of other teachers and support staff including induction.

#### **Communication**

- Communicate with pupils, parents and carers.

#### **Working with colleagues and other relevant professionals**

- Collaborate and work with colleagues and other relevant professionals within and beyond the school.