



Ein Rhanbarth ar Waith
Education through Regional Working

Model Teachers' Pay Policy

2016/2017

Cynghrair o 6 awdurdod lleol yw ERW a reolir gan gyd-bwyllgor cyfansoddiadol cyfreithiol.
Y nod yw gweithredu strategaeth a chynllun busnes rhanbarthol cytunedig a chefnogi gwelliant ysgolion.

ERW is an alliance of 6 local authorities governed by a legally constituted joint committee.
Its aim is to implement the agreed regional strategy and business plan to support school improvement.



DOCUMENT CONTROL

Policy name	Teachers' Pay Policy 2016/2017
Department	Human Resources
Reviewing Officers	ERW HR Group on behalf of the 6 constituent local authorities

CONSULTATION PROCESS

The following Trade Unions have been consulted in respect of this Policy:

- ASCL
- ATL / AMiE
- NAHT
- NASUWT
- NUT
- UCAC

The Governing Body of Blaendulais Primary School

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1. INTRODUCTION

1.1 This Pay Policy provides a framework for making decisions on teachers’ pay. It has been developed to comply with the requirements of the School Teach-

ers' Pay and Conditions Document (STPCD) and has been subject to consultation with all recognised teaching associations.

2. STATEMENT OF INTENT

- 2.1 The primary statutory duty of governing bodies in Wales, as set out in paragraph 21 (2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school". This Policy is intended to support that statutory duty.
- 2.2 The procedures for determining pay in this School will be consistent with the principles of public life: objectivity, openness and accountability.
- 2.3 The Governing Body will act with integrity, confidentiality, objectivity and honesty in the best interests of the School in relation to the operation of this Policy.
- 2.4 The Governing Body will be open about pay decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons.
- 2.5 Any future revisions to this policy will comply with the STPCD and will be subject to consultation with relevant parties, including recognised trade unions.

3. EQUALITIES LEGISLATION

- 3.1 The School is committed to ensuring equality in everything that we do. The Equality Act 2010 has replaced and strengthened previous equality legislation. The Governing Body will comply with all relevant equalities legislation.
- 3.2 This Policy will be applied consistently to all employees irrespective of age, disability, race, gender (sex), gender reassignment, marriage / civil partnership, pregnancy / maternity, religion, belief and sexual orientation.
- 3.3 The Governing Body will promote equality in all aspects of school life, particularly in relation to all decisions on the advertising of posts, appointing, promoting and paying staff, training and staff development.

4. EQUALITIES AND PERFORMANCE-RELATED PAY

- 4.1 The Governing Body will ensure that pay processes are transparent and fair. All decisions made will be objectively justified and recorded. Reasonable adjustments will be made on a case by case basis to take account of individuals' circumstances such as long-term absence on the grounds of maternity or ill-health.

5. JOB DESCRIPTIONS

- 5.1 The Headteacher will ensure that each member of staff is provided with a job description in accordance with the School's staffing structure (**see Appendix 10**), as agreed by the Governing Body.
- 5.2 Job descriptions will identify key areas of responsibility and may be reviewed and changed from time to time in consultation and agreement with the individual/s concerned in order to make reasonable changes in the light of the changing needs of the School.

6. APPRAISAL

- 6.1 The Governing Body will comply with the School Teacher Appraisal (Wales) Regulations 2011 concerning the appraisal of headteachers and teachers through the application of the School's Performance Management Policy-

7. GOVERNING BODY'S OBLIGATIONS

- 7.1 The Governing Body will:

- fulfil its obligations as set out in the STPCD and the Conditions of Service for School Teachers in England and Wales (the "Burgundy Book");
- establish a Pay Committee and Pay Appeals Committee;
- determine all pay progression decisions, taking account of recommendations from the Headteacher;
- ensure that it makes funds available to support pay decisions, in accordance with this Pay Policy and the School's spending plan;
- ensure that teachers, via the Headteacher, are informed about pay decisions which affect them, and that records are kept of recommendations and decisions made; and
- monitor, on an annual basis, the outcomes of pay decisions, including the extent to which different groups of teachers may progress at different rates. The outcome of the review will be shared with school-level trade union representatives.

8. HEADTEACHER'S OBLIGATIONS

- 8.1 The Headteacher will:

- ensure that all appraisers (where not the Headteacher) provide accurate, relevant, complete and timely information about pay recommendations;
- moderate performance assessments and initial pay recommendations to ensure consistency and fairness;

- submit pay recommendations to the Pay Committee and ensure the Pay Committee has relevant information upon which to make pay decisions;
- inform teachers about the School's Pay Policy and to ensure its accessibility;
- notify payroll and/or HR staff within the Local Authority about pay decisions to be implemented; and
- ensure that a report on the operation of the Pay Policy is presented to the Governing Body and the relevant Trade Unions on an annual basis.

9. TEACHERS' OBLIGATIONS

9.1 Teachers will:

- familiarise themselves with the provisions of this Pay Policy, the STPCD, the relevant professional standards and all relevant school employment policies; and
- engage positively with the processes set out in this Policy.

10. DIFFERENTIALS

10.1 Within the framework of the STPCD, appropriate differentials will be created and maintained between posts within the School, recognising accountability and job weight, and the Governing Body's need to recruit and retain sufficient teachers of the required quality at all levels.

11. SAFEGUARDING

11.1 Where a pay determination leads, or may lead, to the start of a period of safe-guarding, the Governing Body will comply with the relevant provisions of the STPCD and will give the required notification as soon as possible and within no later than one month after the determination.

12. CAPABILITY AND PAY PROGRESSION

12.1 Where a teacher's performance has been assessed as being unsatisfactory and the teacher is subject to the School's Capability Procedure, the School's performance management processes will be suspended in relation to the teacher concerned until the Capability Procedure has been concluded.

12.2 On conclusion of the Capability Procedure, the teacher will resume performance management processes in accordance with the School's Policy.

- 12.3 Pay progression will not be permissible in accordance with this Pay Policy while a teacher is subject to the School's Capability Procedure.
- 12.4 On conclusion of the Capability Procedure, before pay progression can be considered, the teacher will be required to demonstrate, for a reasonable period of time, the required level of performance needed for a successful appraisal review, based on the revised personal objectives established at the conclusion of the Capability Procedure.
- 12.5 Pay progression will not be applied retrospectively in any case of capability.

13. PAY DETERMINATION

- 13.1 The Governing Body has delegated its pay determination powers to the Pay Committee.

13.2 Annual determination of pay

- 13.2.1 All teaching staff salaries, including those of the leadership group, will be reviewed annually to take effect from 1st September. The Governing Body will conclude teachers' annual pay reviews, and assessments of applications to progress to the Upper Pay Range, by 31st October; the Headteacher's annual pay review will be concluded by 31st December.

- 13.2.2 Reviews may take place at other times of the year to reflect, for example, any changes in circumstances, changes in a job description that lead to a change in the basis for calculating an individual's pay and in cases where a teacher resumes performance management arrangements following capability processes.

- 13.2.3 The Governing Body will apply any future national pay awards as specified by the STPCD.

13.3 Notification of pay determination

- 13.3.1 A written statement will be given to each teacher setting out the pay and any other financial benefits to which they are entitled following a determination. Where applicable, this will include information about the basis on which it was made. This will be done by 31st October for teachers, 31st December for Headteachers, or by no later than one month following the determination.

13.4 Appeals procedure

- 13.4.1 The Governing Body has an appeals procedure in relation to pay. This is set out in **Appendix 8** of this Pay Policy.

14. HEADTEACHER PAY

- 14.1 The Governing Body will ensure that the process of determining the remuneration of the Headteacher is fair and transparent.
- 14.2 The Governing Body will assign a seven-point leadership pay range for the Headteacher based on the school group size and any permanent additional relevant factors as determined within the framework of the STPCD.
- 14.3 Additional factors to be taken into account will include all permanent responsibilities of the post, challenges specific to the role and all other relevant considerations, alongside any factors relating to recruitment and retention.
- 14.4 The Governing Body may re-determine the Headteacher's pay range if it becomes necessary to change the Headteacher group (including where the Headteacher becomes responsible and accountable for more than one school in a federation on a permanent basis). The Headteacher's pay range may also be reviewed at any time if it considers it necessary to reflect a significant change in the responsibilities of the post.
- 14.5 Payments in respect of temporary responsibilities for the Headteacher will not be included in the pay range but will be determined in accordance with the STPCD as explained in **Appendix 6**.
- 14.6 In this School, the Governing Body will apply discretionary reference pay points for leadership pay as indicated in **Appendix 1** and has agreed a seven step pay range of L 12 to L 18

14.7 Pay on appointment

- 14.7.1 For new appointments, the Governing Body will determine the leadership pay range to be advertised and will agree the starting pay on appointment, taking account of the full role of the Headteacher and the provisions of the STPCD.
- 14.7.2 The Governing Body will adopt a three-stage process when setting the pay for new Headteacher appointments as set out in **Appendix 6**.
- 14.7.3 The Pay Committee will review the School's headteacher group and the head teacher's leadership pay range, as necessary, to ensure fair pay relationships within the School.
- 14.7.4 See **Appendix 6** of this Pay Policy for guidelines on leadership pay ranges and **Appendix 7** for the Annual Review Pay Statement.

15. DEPUTY / ASSISTANT HEAD TEACHER PAY

- 15.1 In this School, the Governing Body will use the discretionary reference pay points for leadership pay as indicated in **Appendix 1**.

- 15.2 The Governing Body will assign a five-point leadership pay range for Deputy / Assistant Headteacher posts based on the school group size and any permanent additional relevant factors as determined within the framework of the STPCD.
- 15.3 The range for individual posts will be determined according to the duties and responsibilities of the post and may vary between posts.
- 15.4 In this School, the Deputy Headteacher five step pay range is L xx to L xxx

15.6 Pay on appointment

- 15.6.1 When a new appointment needs to be made, the Governing Body will determine the leadership pay range for the post to be advertised and will agree the starting pay on appointment.
- 15.6.2 The pay range will be determined in accordance with the STPCD.
- 15.6.3 The Governing Body will adopt the three-stage process when setting the pay for new appointments to the wider leadership team as set out in **Appendix 6**.

16. PAY PROGRESSION FOR LEADERSHIP GROUP MEMBERS

- 16.1 The Governing Body must consider annually whether or not to increase the salary of members of the leadership group who have completed a year of employment since the previous pay determination and, if it determines to do so, to what salary within the relevant pay range determined in accordance with the STPCD and the School Teachers Appraisal (Wales) Regulations 2011.
- 16.2 Leadership Group members will be awarded pay progression following a successful appraisal review. The review will be deemed to be successful where the member of staff has evidenced a sustained high quality of performance and has met, or has made significant progress towards meeting, his/her performance management objectives.
- 16.3 Competence in relation to the relevant standards will be taken into account as part of the School's performance management process.
- 16.4 A sustained high quality of performance on the part of the member of staff should give him/her an expectation of progression to the top of the relevant pay range, having always taken account of the recommendation made on the member of staff's performance management appraisal statement.
- 16.5 Where a member of staff's performance management objectives have not been met, or significant progress has not been made towards meeting the objectives, pay progression will not be awarded unless the Governing Body is satisfied that there are relevant extenuating circumstances. Where such a

discretionary award of pay progression is made, this decision will be recorded accordingly.

- 16.6 In making its decision regarding pay progression, the Governing Body's Pay Committee will take account of the appraiser's recommendation regarding pay progression, as outlined on the member of staff's performance management appraisal statement.
- 16.7 The Pay Committee will record its decision regarding pay progression on the Annual Pay Review form contained at **Appendix 7**. A copy of this form will be provided to the member of staff.
- 16.8 Where pay progression is granted, the member of staff's salary will increase with effect from 1st September of the current academic year.
- 16.9 Where pay progression is not granted, the rationale for that decision will be recorded on the Annual Pay Review form. The member of staff has the right to appeal against any decision not to grant pay progression. The appeals procedure is set out in **Appendix 8**.

17. CLASSROOM TEACHER PAY

17.1 Pay on appointment

- 17.1.1 Advertisements for vacant posts in the School will be considered by the Headteacher and the Appointments Committee. All posts will be advertised either internally or externally, locally or nationally as appropriate.
- 17.1.2 The advertisement will include details of the pay range and any additional payments or allowances applicable to the post.
- 17.1.3 The Governing Body will determine the starting salary of a vacant classroom teacher post, in accordance with the Main Pay Range and Upper Pay Range, detailed at **Appendix 1**.
- 17.1.4 The Governing Body is committed to the principle of pay portability for teachers **who are currently paid in accordance with the provisions of the STPCD** and will apply this principle in practice when making new permanent and fixed-term appointments.
- 17.1.5 The Governing Body will not restrict the pay range advertised, or starting salary and pay progression prospects available for classroom teacher posts, other than the minimum of the Main Pay Range and the maximum of the Upper Pay Range.

17.2 Pay progression for existing Main Pay Range and Upper Pay Range teachers

- 17.2.1 The Governing Body must consider annually whether or not to increase the salary of teachers (excluding NQTs undertaking their induction year) who have completed a year of employment since the previous pay determination and, if it determines to do so, to what salary within the relevant pay range

determined in accordance with the STPCD and the School Teachers Appraisal (Wales) Regulations 2011.

17.2.2 A sustained high quality of performance on the part of the teacher should give him/her an expectation of progression to the top of the relevant pay range, having always taken account of the recommendation made on the teacher's performance management appraisal statement.

17.2.3 Teachers will be awarded pay progression following a successful appraisal review. The review will be deemed to be successful where the teacher has evidenced a sustained high quality of performance and has met, or has made significant progress towards meeting, his/her performance management objectives.

17.2.4 Where a teacher's performance management objectives have not been met, or significant progress has not been made towards meeting the objectives, pay progression will not be awarded unless the Governing Body is satisfied that there are relevant extenuating circumstances. Where such a discretionary award of pay progression is made, this decision will be recorded accordingly.

17.2.5 Competence in relation to the relevant standards will be taken into account as part of the School's performance management process.

17.2.6 In the case of teachers who are already on the Upper Pay Range, the Pay Committee will also take account of whether:

- the teacher has maintained the criteria for assessment to the Upper Pay Range (see **section 18.8** - "Assessment", and **Appendix 3**); and
- the teacher continues to be highly competent in all elements of the relevant standards.

17.2.7 In making its decision regarding pay progression, the Governing Body's Pay Committee will take account of the appraiser's recommendation regarding pay progression, as outlined on the teacher's performance management appraisal statement. The Pay Committee will be advised by the Headteacher in making all such decisions.

17.2.8 The Pay Committee will record its decision regarding pay progression on the Annual Teachers' Pay Review Statement contained at **Appendix 2**. A copy of this form will be provided to the teacher.

17.2.9 Where pay progression is granted, the teacher's salary will be increased with effect from 1st September of the current academic year.

17.2.10 Where pay progression is not granted, the rationale for that decision will be recorded on the Annual Teachers' Pay Review Statement. The teacher has the right to appeal against any decision not to grant pay progression. The appeals procedure is set out in **Appendix 8**.

18. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

- 18.1 A qualified teacher may apply once each year to be paid on the Upper Pay Range in accordance with the STPCD and this School's Pay Policy.
- 18.2 It is each teacher's responsibility to decide whether to submit an application.
- 18.3 In order for the assessment to be robust and transparent, it will be an evidence based process.
- 18.4 Personal objectives for the forthcoming appraisal cycle will be set at a level which is sufficient to ensure that the criteria included in the STPCD for progression to the Upper Pay Range can be met, including that the teacher is highly competent in all elements of the relevant standards.
- 18.5 Teachers who have been absent from work for sickness, disability or maternity-related reasons, along with those who are not subject to the Appraisal Regulations 2011 (i.e. a teacher who is employed on a short term contract of less than one term), may cite written evidence from a suitable and relevant period before the date of application in support of their application.
- 18.6 If a teacher is simultaneously employed at one or more other schools, he / she may submit separate applications if they wish to apply to be paid on the UPR in those schools. This School will not be bound by a pay decision made by another school.

18.7 Process

- 18.7.1 The closing date for an application to be submitted by a teacher to his / her appraiser is prior to the end of the Summer Term.
- 18.7.2 Exceptions may be made in some specific circumstances, e.g. those teachers who are on maternity leave or on sick leave as at the closing date for receipt of applications. In such circumstances, the teacher may request - at least 2 weeks before the specified closing date - an extension of no more than half a term for the submission of an application.
- 18.7.3 The process for applications is:
- Teacher to inform appraiser in writing, within the required timescale (see paragraphs 16.7 and 16.8 above) that he / she wishes to be considered for progression to the Upper Pay Range and that his / her personal objectives for the forthcoming appraisal period should reflect this request.

Following completion of the relevant appraisal period:

- The appraiser will complete an assessment pro-forma as shown in **Appendix 4**, setting out the appraiser's recommendation in relation to progression to the Upper Pay Range, following completion of the relevant appraisal period;
- The Headteacher will consider the appraiser's recommendation and will make a recommendation to the Pay Committee;

- The Pay Committee will make a decision about pay progression, following receipt of advice from the Headteacher;
- The teacher will receive written notification of the outcome of their application by 31st October in the relevant year;
- Where the application is unsuccessful, the written notification will set out details of the areas of the teacher's performance which are not considered to have satisfied the relevant criteria set out in this Policy (see "Assessment" below);
- If requested, oral feedback will be provided by the Headteacher. Oral feedback will normally be given within 10 working days of the date of notification of the outcome of the application. Feedback will be given in a positive manner and will include advice and support about areas for improvement in order for the teacher to meet the relevant criteria; and
- Successful applicants will move to step 1 of the Upper Pay Range with effect from 1st September of the academic year following their application being supported.

18.7.4 Unsuccessful applicants may appeal the decision as outlined in **Appendix 8**.

18.8 Assessment

18.8.1 An application will only be successful where the Governing Body is satisfied that all of the requirements of the STPCD have been met, including that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contribution to an educational setting or settings are substantial and sustained.

18.8.2 For the purposes of this Pay Policy, the Pay Committee will be satisfied that the teacher has met the Governing Body's expectations for progression to the Upper Pay Range where the Upper Pay Range criteria (see **Appendix 3**) have been satisfied as evidenced by a successful appraisal review.

18.8.3 Further information, including details about sources of evidence, is contained in the School's Performance Management Policy.

19. LEADING PRACTITIONER ROLE

19.1 The Governing Body may establish Leading Practitioner posts for teachers whose primary purpose is the modelling and leading improvement of teaching skills.

19.2 Where the Governing Body wishes to establish such posts it will determine the responsibilities and pay range for these posts. Consultation with rele-

vant staff and trade unions will take place in relation to any such proposed changes to the staffing structure.

- 19.3 The Policy of the Governing Body will be to appoint any new Leading Practitioner teacher to a 5-point range, as deemed appropriate by the Governing Body.
- 19.4 The pay range for Leading Practitioners will be in accordance with the STPCD, which is currently a minimum of £38,984 per annum (i.e. Leadership Pay Point 1) and a maximum of £59,264 per annum (i.e. Leadership Pay Point 18).
- 19.5 In this School, the Governing Body will use the discretionary reference pay points detailed at **Appendix 1**.
- 19.6 Pay progression for Leading Practitioners will be determined as per the process set out at 17.2.1 to 17.2.10 above.

20. UNQUALIFIED TEACHERS

- 20.1 A teacher on the unqualified pay range will be paid an annual salary between £16,461 and £26,034 per annum. In this School, the Governing Body will use the discretionary reference pay points detailed at **Appendix 1**.
- 20.3 Under the Education (Specified and Registration) (Wales) Regulations 2010 there are specific circumstances when those other than qualified teachers who are registered with the Education Workforce Council may carry out 'specified work'.
- 20.4 The School will comply with these legal requirements and will only employ unqualified teachers as specified in these Regulations.
- 20.5 The Governing Body may pay an additional allowance to an unqualified teacher who meets the criteria as defined in the STPCD.
- 20.6 In order to progress up the pay range, unqualified teachers will need to show that they have met or made significant progress towards meeting their performance management objectives, along with demonstrating the required improvement in their teaching skills.
- 20.7 In making its decision regarding pay progression, the Governing Body's Pay Committee will take account of the appraiser's recommendation regarding pay progression, as outlined on the teacher's performance management appraisal statement. The Pay Committee will be advised by the Headteacher in making all such decisions.
- 20.8 The Pay Committee will record its decision regarding pay progression on the Annual Teachers' Pay Review Statement contained at **Appendix 2**. A copy of this form will be provided to the unqualified teacher.
- 20.9 Where pay progression is granted, the unqualified teacher's salary will be increased with effect from 1st September of the current academic year.

20.10 Where pay progression is not granted, the rationale for that decision will be recorded on the Annual Teachers' Pay Review Statement. The teacher has the right to appeal against any decision not to grant pay progression. The appeals procedure is set out in **Appendix 8**.

20.11 An unqualified teacher who obtains qualified teacher status will be paid on the pay ranges for qualified teachers, in accordance with this Pay Policy.

21. DISCRETIONARY ALLOWANCES AND PAYMENTS

21.1 Teaching and Learning Responsibility Payments (TLRs)

21.1.1 The Governing Body will award TLR 1 and TLR 2 payments to post holders as indicated in the School's staffing structure (see **Appendix 10**).

21.1.2 These payments will be awarded to teachers who undertake clearly defined and 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 and for which the teacher is made accountable.

21.1.3 All job descriptions will be regularly reviewed and will make clear the responsibility or package of responsibilities for which a TLR is awarded.

21.1.4 The criteria for awarding a TLR 1 and TLR 2 payment will be in accordance with the STPCD.

21.1.5 The minimum and maximum range for a TLR 1 is £7,622 to £12,898 per annum.

21.1.6 The minimum and maximum range for a TLR 2 is £2,640 to £6,450 per annum.

21.1.7 In this School the value of TLRs currently in use is as follows:

TLR 1 - £7, 622

TLR 2 - £2, 640

21.1.8 The Governing Body may award a fixed-term TLR 3 payment to a teacher of between £523 and £2,603 per annum for a clearly time-limited school improvement project, or one-off externally driven responsibilities.

21.1.9 The duration of the fixed term, and the amount of annual payment will be established at the outset and will be paid on a monthly basis.

21.1.10 Where the Governing Body wishes to make TLR 3 payments, the proposed responsibilities, level of payment and the duration of payment will be set out clearly following consultation with relevant staff and union representatives.

21.1.11 A teacher in receipt of either a TLR1 or 2 may also hold a concurrent TLR3.

21.1.12 No safeguarding will apply in relation to an award of a TLR3.

21.1.13 A TLR1 or 2 payment awarded to a part time teacher will be on a pro rata basis but where a TLR3 payment is awarded to a part time teacher, the pro rata principle will **not** apply.

21.2 Special Educational Needs (SEN) Allowances

21.2.1 The Governing Body will award SEN allowances in accordance with the criteria and provisions set out in the STPCD.

21.2.2 An SEN Allowance of no less than £2,085 per annum, and no more than £4,116 per annum, will be payable to a classroom teacher in accordance with STPCD.

21.2.3 In this School, the SEN values are: £2,085

21.2.4 In deciding the SEN value, the Governing Body will take into account the structure of the School's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post, and the relative demands of the post.

21.3 Acting Allowances

21.3.1 Acting allowances are payable to teachers who are assigned and carry out the duties of Headteacher, Deputy Headteacher or Assistant Headteacher in accordance with the STPCD.

21.3.2 The Governing Body will, within a four-week period of the commencement of acting duties, determine whether or not the acting post holder will be paid an allowance. In the event of a planned and prolonged absence, an acting allowance may be agreed in advance and paid from the first day of absence.

21.3.3 Any teacher who carries out the duties of Headteacher, Deputy Head, or Assistant Head, for a period of four weeks or more, will be paid at an appropriate point of the Head's pay range, Deputy Head pay range or Assistant Head pay range, as determined by the Pay Committee. Payment will be backdated to the commencement of the duties but will normally be paid a month in arrears.

21.3.4 Acting allowances may also apply to teachers covering absent colleagues in receipt of a TLR and/or SEN allowance.

21.4 Additional Payments

21.4.1 With exception of those on the leadership range the Governing Body may make additional payments to a teacher, in respect of:

- continuing professional development undertaken outside the school day;
- activities relating to the provision of initial teacher training as part of the ordinary conduct of the School;
- participation in out-of-school hours learning activity agreed between the teacher and the Headteacher; and
- additional responsibilities and activities due to, or in respect of, the provisions of services by the teacher relating to the raising of educational standards to one or more additional schools.

21.5 Recruitment or Retention Incentive Benefits

- 21.5.1 The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive. In deciding any such awards, the Governing Body will have regard to the STPCD and specialist HR advice.
- 21.5.2 Headteachers, Deputy Headteachers and Assistant Headteachers may not be awarded such a payment other than as reimbursement of reasonably incurred housing or relocation costs.
- 21.5.3 All other recruitment and retention considerations in relation to a Headteacher, Deputy Headteacher or Assistant Headteacher post will be taken into account when determining the pay range.
- 21.5.4 The reason for the award of any additional payment, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn will be made clear at the outset, in writing.
- 21.5.5 The Governing Body will conduct an annual review of all such awards.

22. PART-TIME TEACHERS

- 22.1 Teachers employed on an ongoing basis at the school but who work less than a full working week will be deemed to be part-time.
- 22.2 Part-time teachers will be provided with a written statement detailing their working time obligations and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the School's timetabled teaching week for a full-time teacher in an equivalent post. This does not affect the TLR3 payment which is not pro rata for part time staff. See **Appendix 9** for further information.

23. TEACHERS EMPLOYED ON A SHORT NOTICE BASIS (I.E. SUPPLY)

23.1 Teachers employed on a supply basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro rata.

Appendix 1

2016/17 PAY RANGES

Main Pay Range:

Point	Value
MPR 1	£22,467
MPR 2	£24,243
MPR 3	£26,192
MPR 4	£28,207
MPR 5	£30,430
MPR 6	£33,160

Upper Pay Range:

Point	Value
UPR 1	£35,571
UPR 2	£36,889
UPR 3	£38,250

Leading Practitioners Pay Range:

Point	Value
LP 1	£38,984
LP 2	£39,960
LP 3	£40,958
LP 4	£41,978
LP 5	£43,023
LP 6	£44,102
LP 7	£45,290
LP 8	£46,335
LP 9	£47,492
LP 10	£48,711
LP 11	£49,976
LP 12	£51,127
LP 13	£52,405
LP 14	£53,712
LP 15	£55,049
LP 16	£56,511
LP 17	£57,810
LP 18	£59,264

Unqualified Teachers Pay Range:

Point	Value
UNQ 1	£16,461
UNQ 2	£18,376

UNQ 3	£20,289
UNQ 4	£22,204
UNQ 5	£24,120
UNQ 6	£26,034

Leadership Pay Range:

Point	Value
L 1	£38,984
L 2	£39,960
L 3	£40,958
L 4	£41,978
L 5	£43,023
L 6	£44,102
L 7	£45,290
L 8	£46,335
L 9	£47,492
L 10	£48,711
L 11	£49,976
L 12	£51,127
L 13	£52,405
L 14	£53,712
L 15	£55,049
L 16	£56,511
L 17	£57,810
L 18	£59,264
L 19	£60,733
L 20	£62,240
L 21	£63,779
L 22	£65,363

L 23	£66,982
L 24	£68,643
L 25	£70,349
L 26	£72,089
L 27	£73,876
L 28	£75,708
L 29	£77,583
L 30	£79,514
L 31	£81,478
L 32	£83,503
L 33	£85,579
L 34	£87,694
L 35	£89,874
L 36	£92,099
L 37	£94,389
L 38	£96,724
L 39	£99,081
L 40	£101,554
L 41	£104,091
L 42	£106,699
L 43	£108,283

ANNUAL TEACHERS' PAY REVIEW STATEMENT

Name	_____	Staff Number	_____
School	_____	Effective Date	_____

SALARY DETAILS

SALARY AND POINT - MAIN PAY RANGE (S1 - S6)	£	point
SALARY AND POINT - UPPER PAY RANGE (S1 - S3)	£	point
SALARY AND POINT - UNQUALIFIED RANGE (S1 – S6)	£	point
SALARY ON LEADING PRACTITIONER RANGE	£	

**Details e.g. temp
(with applicable
dates), reason
for allowance**

ALLOWANCES

TEACHING LEARNING RESPONSIBILITY PAYMENTS (see Pay Policy Advice)	TLR1/TLR2/TLR3 TLR_____	£
RECRUITMENT OR RETENTION (see Pay Policy Advice)	VALUE	£
SPECIAL EDUCATIONAL NEEDS ALLOWANCE (see Pay Policy Advice)		Value £

OTHER ALLOWANCES
(See Pay Policy advice)

.....
Please specify
.....

SAFEGUARDING

£

TOTAL SALARY

£

Pay Committee meeting on

Signature of Head teacher/Chair of CommitteeDate

Appendix 3

UPPER PAY RANGE PROGRESSION CRITERIA

(1) Professional attributes

1.1 Contribute significantly, where appropriate, to implementing workplace policies and practice and to promoting collective responsibility for their implementation.

(2) Professional knowledge and understanding

2.1 Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies, including how to personalise learning to provide opportunities for all learners to achieve their potential.

2.2 Have an extensive knowledge and well-informed understanding of the assessment requirements and arrangements for the subjects/curriculum areas they teach, including those related to public examinations and qualifications.

2.3 Have up-to-date knowledge and understanding of the different types of qualifications and specifications and their suitability for meeting learners' needs.

2.4 Have a more developed knowledge and understanding of their subjects/curriculum areas and related pedagogy including how learning progresses within them.

2.5 Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.

(3) Professional skills

3.1 Be flexible, creative and adept at designing learning sequences within lessons and across lessons that are effective and consistently well-matched to learning objectives and the needs of learners and which integrate recent developments, including those relating to subject/curriculum knowledge.

- 3.2 Have teaching skills which lead to learners achieving well relative to their prior attainment, making progress as good as, or better than, similar learners nationally.
- 3.3 Promote collaboration and work effectively as a team member.
- 3.4 Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback

Appendix 4

Assessment of Teacher's Application to Progress to Upper Pay Range

For Completion by the Teacher's Appraiser

Teacher's Name:	
Post:	

Evidence from most recent appraisal Please state which appraisal statement is attached:	
* Criteria Met (* please delete as appropriate)	*Criteria Not Met
If criteria have not been met in full, please record details below (and continue overleaf, as necessary) about the areas of the teacher's performance which do not satisfy the criteria:	

Signed: **(Appraiser)**

Date:
(To be submitted to the head teacher)

School Use Only

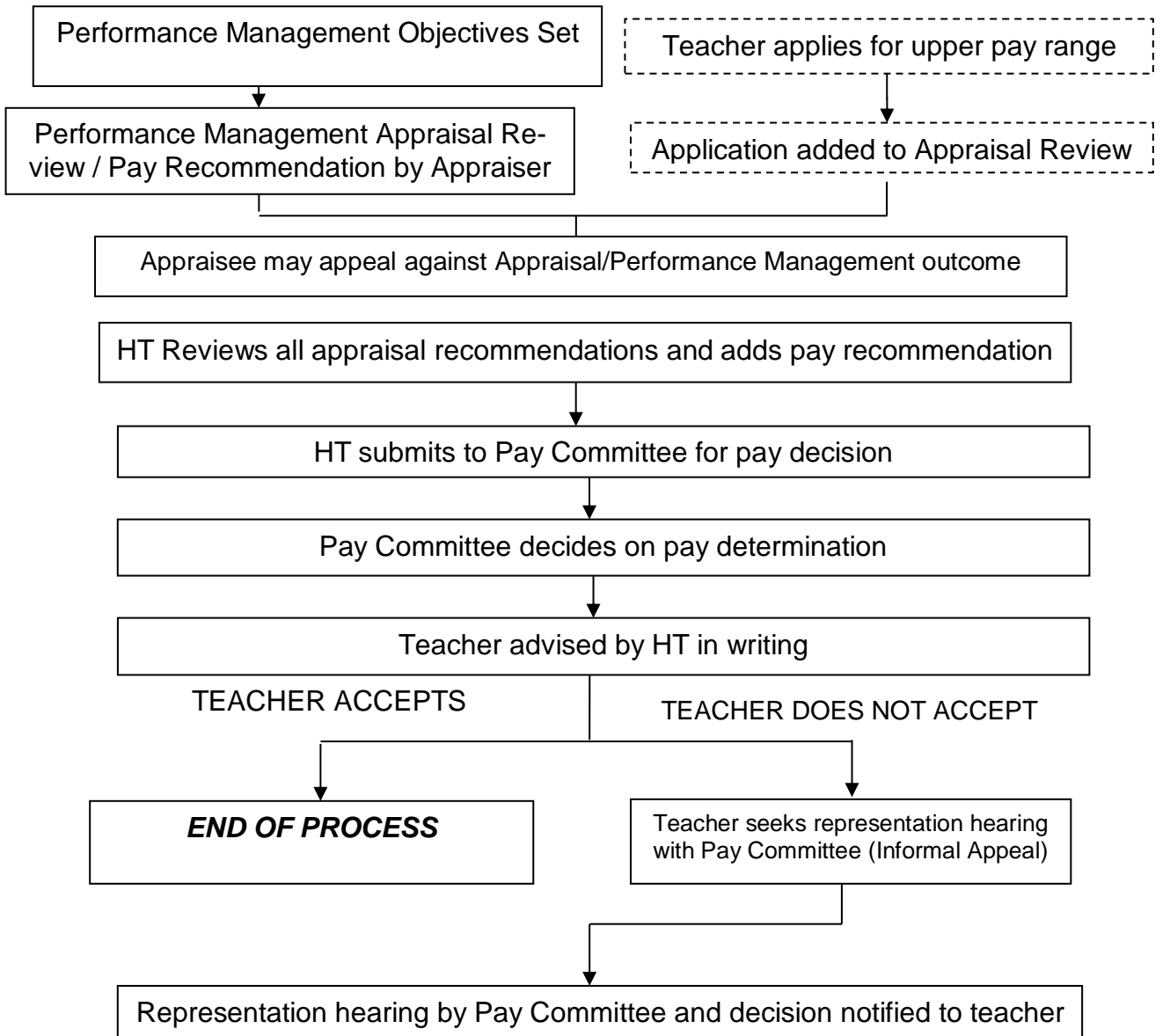
Application Form received on.....

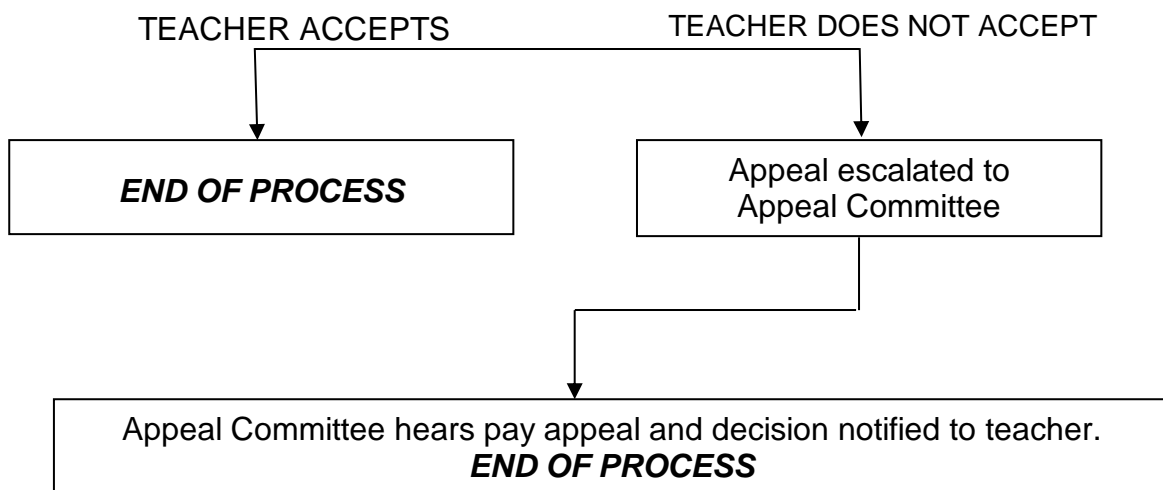
Assessment made on

by.....

Appendix 5

Flowchart of Pay Review Process (not including Headteacher)





Appendix 6

LEADERSHIP GROUP SALARIES, GUIDANCE

1) Headteacher and Leadership Team (*ALL SCHOOLS*)

Whilst there is no longer a national pay scale published for leadership posts within the STPCD, the national employers along with the recognised trade unions have published indicative pay rates based on a 43 step leadership salary scale on which a Headteacher, Deputy Headteacher and Assistant Headteacher could be paid as determined by the Governing Body. These are set out below.

2) School Groups (*ALL SCHOOLS*)

There are eight school groups determined from the unit score of the school. The STPCD specifies a maximum and minimum pay value for each group and the indicative pay rates published jointly by the employers and trade unions attach values to individual pay points within those ranges

The Governing Body has established a 7 point pay range for the Headteacher and a 5 point pay range for all other leadership posts.

3A) Unit Score of School (*FOR ALL SCHOOLS EXCLUDING SPECIAL SCHOOLS*)

The unit score is calculated to determine the group of the School, using the formula in the STPCD. In this Authority*, the LA will recalculate the unit score annually and the results will be applied from 1st January each year. If a school has reasonable grounds to expect a change in pupil numbers, they should request a recalculation by the Authority at that time.

* Delete if not appropriate

Information on how the unit score is calculated:

This is determined by pupil numbers as shown on the most recent STATS 1 (annual school census) return to the Welsh Government.

For each pupil at the foundation stage/ KS1/KS2	7 units
For each pupil in the school at KS3	9 units
For each pupil in the school at KS4	11 units
For each pupil in the school at KS5	13 units

Each pupil with a **statement of special educational needs** shall, if she/he is in a special class consisting wholly or mainly of such pupils, count three units more than she/he would otherwise count. If she/he is not in such a special class count three such units only where the relevant body so determine.

Each pupil who attends for no more than half a day on each day for which she/he attends the school shall count half as many units as she/he would otherwise count.

Total unit score	School group
Up to 1,000	1
1,001 to 2,200	2
2,201 to 3,500	3
3,501 to 5,000	4
5,001 to 7,500	5
7,501 to 11,000	6
11,001 to 17,000	7
17,001 and over	8

3B) **Modified Unit Score of School (*SPECIAL SCHOOLS ONLY*)**

The modified unit score is calculated to determine the group of the school, using the formula in the STPCD. In this Authority* the LA will recalculate the unit score annually and the results will be applied from 1st January each year. If a school has reasonable grounds to expect a change in pupil numbers, they should request a recalculation by the Authority at that time.

* *Delete if not appropriate*

A special school must be assigned to a headteacher group in accordance with the following table by reference to its modified total unit score calculated in accordance with sub-sections (i) and (ii) below:

Modified total unit score	School group
Up to 2,200	2
2,201 to 3,500	3
3,501 to 5,000	4
5,001 to 7,500	5
7,501 to 11,000	6
11,001 to 17,000	7
17,001 and over	8

Information on how the staff-pupil ratio is calculated

The proportion of staff to pupils at the school must be calculated and expressed as a percentage (“the staff-pupil ratio”) in accordance with the following formula:

$$\frac{A}{B} \times 100$$

where A is the number of teachers and support staff weighted as provided at (a) below, and B is the number of pupils at the school weighted as provided at (b) below:

- a) The weighting for a teacher is two units for each full-time equivalent teacher, and the weighting for each support staff member is one unit for each full-time equivalent individual; and
- b) The weighting for a full-time pupil is one unit and the weighting for a part-time pupil is half a unit.

The staff-pupil ratio modifier must be calculated in accordance with the following table by reference to the staff-pupil ratio determined in accordance with the above:

Staff-pupil ratio	Staff-pupil ratio modifier
1 – 20%	1
21 – 35%	2

36 – 50%	3
51 – 65%	4
66 – 80%	5
81% or more	6

NB: “Support staff member” means a member of the school staff who is not:

- a teacher;
- a person employed in connection with the provision of meals;
- a person employed in connection with the security or maintenance of the school premises; or
- a person employed in a residential school to supervise and care for pupils out of school hours.

(ii) Information on how the modified total unit score is calculated:

This is determined by pupil numbers as shown on the most recent STATS 1 (annual school census) return to the Welsh Government.

The relevant body must determine the school’s total unit score in accordance with the number of pupils on the school register calculated as follows:

Key Stage (KS)	Units per pupil
For each pupil in the Foundation Stage, KS1 and KS2	10
For each pupil in KS3	12
For each pupil in KS4	14
For each pupil in KS5	16

The relevant body must determine the school’s modified total unit score by multiplying the school’s total unit score determined under this section (i.e. as per the above table) by the staff-pupil ratio modifier calculated under section 3.

NB: Where the headteacher is appointed as headteacher of more than one school on a permanent basis, the relevant body of the headteacher’s original school or, under the Collaboration Regulations (5), the collaborating body must calculate the headteacher group by combining the unit score of

all the schools for which the headteacher is responsible to arrive at a total unit score, which then determines the headteacher group.

4) New Leadership Appointments / Changes to existing Leadership pay structures – Three Stage Process (ALL SCHOOLS)

The Governing Body should follow the three stage process when setting the pay for **new appointments or revising existing pay structures in respect of headship or the wider leadership team.**

Stage 1 – Defining the role and determining the Headteacher group

Stage 2 – Setting the indicative pay range

Stage 3 – Deciding the starting salary and individual pay range

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

It is suggested that schools seek advice when calculating and recording leadership pay structure decisions

Stage 1 - Defining the Role and Determining the Headteacher Group

The Governing Body should, at this stage, define the job and identify the broad pay range as a provisional guide to determining appropriate level of pay. The Governing Body will need to define and set out the specific role, responsibilities and accountabilities of the post as well as the skills and relevant competences required.

For Headteacher posts, the Governing Body will assign the School to a Headteacher group (as defined in 3 above) which will determine the appropriate broad pay range as outlined below:

Group size	Range of steps	Salary range (STPCD 2016)
1	L6 – L 18	£44,102 – £58,677
2	L 8 – L 21	£46,335 – £63,147
3	L 11 – L 24	£49,976 – £67,963
4	L 14 – L 27	£53,712 – £73,144
5	L 18 – L 31	£59,264 – £80,671

6	L 21 – L 35	£63,779 – £88,984
7	L 24 – L39	£68,643 – £98,100
8	L 28 – L 43	£75,708 – £108,283

For other leadership group posts, the Governing Body should consider how the role fits within the wider leadership structure of the School. The pay range for a Deputy Headteacher or Assistant Headteacher should only overlap the Headteacher’s pay range **in exceptional circumstances**.

Stage 2 - Setting the Indicative Pay Range

At this stage, the Governing Body will need to consider the complexity and challenge of the role in the particular context of the School and make a judgement on pay in light of this.

For Headteacher posts, it is expected that normally the Governing Body will conclude that the total unit score fully captures the complexity of the Headteacher role and that the relevant broad pay range accommodates appropriate levels of reward. The Governing Body will need to consider whether the indicative pay range should start at the minimum of the Headteacher group or whether they wish it to start at a higher level because of the level of challenge of the post.

There may be circumstances, however, in which there are additional factors that suggest the indicative pay range should be higher than would be provided by the basic calculation in Stage 1.

The following represent some examples of additional factors to be considered (this list is not exhaustive):

- The context and challenge arising from pupils’ needs e.g. if there is a high level of deprivation in the community (Free School Meal entitlement and/or English as an Additional Language) or there are high numbers of looked after children or children with Additional Learning Needs and this affects the challenge in relation to improving outcomes;
- A high degree of complexity and challenge e.g. accountability for multiple schools or managing across several dispersed sites, which goes significantly beyond that expected of any headteacher of similar-sized school(s) and is not already reflected in the total unit score used at stage 1;
- Additional accountability not reflected in stage 1, e.g. leading a teaching school alliance; and
- Factors that may impede the school’s ability to attract appropriately qualified and experienced leadership candidates e.g. location, language me-

dium, subject area / specialism and/or level of support from the wider leadership team.

The Governing Body may set the indicative pay range with a **maximum of up to 25% above the top of the relevant Headteacher group range**.

Above that limit, external independent advice must be sought and, should the advice suggest a range which exceeds this limit is appropriate, a business case must be made and agreed by the full Governing Body.

The Governing Body should ensure that no **double counting** takes place e.g. of things taken account of in stage 1, such as responsibility for an additional school already reflected in the total unit score; or from using overlapping indicators, such as FSM and the pupil premium.

The Governing Body **SHOULD NOT** increase base pay nor pay an additional allowance for regular local collaboration which is part of the role of all headteachers.

For other leadership roles the process is broadly the same. The Governing Body will wish to consider how the other leadership roles should be set in accordance with the level set for the Headteacher and to ensure that there is sufficient scope for progression. Consideration should also be given to any teaching posts that carry additional allowances.

At the end of this stage, the Governing Body should decide where in the broad range to position the indicative pay range and set this out clearly when advertising the post. An overall judgement should be made on the position and breadth of range, allowing appropriate scope for performance-related progression over time, clearly linked to school improvement priorities and outcomes.

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

It is also expected where possible that the School will undertake a process of benchmarking of salaries before setting the pay range for the Headteacher or other leadership posts.

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

Stage 3 – Deciding the starting salary and Individual Pay Range for new appointments.

The first two stages provide the means for determining the appropriate pay range. The third stage is essentially about deciding on the starting salary for the individual who is to be offered the post.

At this stage, the Governing Body will have a preferred candidate for the role and will wish to set the starting salary in the light of candidate-specific

factors, such as the extent to which the candidate meets the specific requirements of the post.

It will be important to ensure there is scope for performance-related progression over time.

There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.

5) Establishing a Pay Range above the School's Headteacher Group (*ALL SCHOOLS*)

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

The Governing Body can, in such cases, decide that the maximum of the pay range may be above the maximum of the Headteacher group, **up to an additional 25%**.

If it is considered that there are exceptional circumstances that warrant an extension beyond that limit, a business case would be required. The Governing Body would need to seek external independent advice from an appropriate person or body who can consider whether it is justifiable to exceed the limit in a particular case.

There must be a clear audit trail for any advice given and a full and accurate record of all decisions made and the reasoning behind them.

6) Pay Progression for all leadership posts (*ALL SCHOOLS*)

It is the responsibility of the Governing Body to ensure that performance-based progression awards reflect individual performance.

Schools should review and update their pay policies on an annual basis to ensure that they remain fit for purpose. Governing bodies will need to satisfy themselves that objective-setting is fair, reasonable and meaningful, but rigorous, and that the school's pay policy provides a clear link between levels of achievement and progression.

Governing bodies have the freedom to award progression increases as they judge appropriate in their particular circumstances. Although no progression award should be made if it is not justified.

Normally the Governing Body will award one increment for sustained high quality performance against the set criteria, or may award two or more in-

crements where performance has been exceptional and exceeded all the expectations.

Temporary Payments for Headteachers

In addition, the Governing Body may consider an additional payment to the Headteacher in respect of clearly temporary additional duties and responsibilities or duties that are in addition to the post for which their salary has been determined e.g. where they are providing services to other schools. Including where the Headteacher is appointed as a temporary Headteacher of one or more additional schools not included as a permanent factor in the calculation of the pay range.

7) **Salary Protection (ALL SCHOOLS)**

If the School is assigned to a lower group, or the Governing Body chooses to reduce the leadership pay range, the member of staff will be entitled to receive a safeguarded sum for a period of up to three years, subject to the STPCD.

Appendix 7

Headteacher / Deputy Headteacher / Assistant Headteacher Annual Review Form - September 201_

Full Name:

Staff number:

School:

***Headteacher**

School Group:

Headteacher pay range:

***Deputy/Assistant Headteacher:**

Pay range:

Salary and point at August 20

£

Point

Rationale used for pay decision:

Revised salary and point at
September 20

£

Point

Certified by Chair of Gover-
nors/Pay Committee:

Certified by Head
teacher:

Date:

***Please delete as appropriate**

Appendix 8

PAY APPEALS PROCEDURE

The Governing Body is committed to ensuring that appeals against pay decisions are dealt with quickly, fairly and are consistent with equalities and other relevant legislation, as well as the STPCD.

Teachers, including Headteachers, may appeal any determination in relation to their pay or any other decision taken by the Governing Body (or a Committee or individual acting with delegated authority) that affects their pay.

Reasons for appeal may include the following, which is not an exhaustive list. That the person or Committee making the decision:

- 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) took account of irrelevant or inaccurate evidence
- e) was biased; or
- f) or otherwise unlawfully discriminated against the teacher.

For both the representation hearing and the appeal hearing, the teacher is entitled to be accompanied by a work colleague or trade union representative.

Stage 1 – Informal Discussion

A teacher who is dissatisfied with a pay recommendation has the opportunity to discuss the recommendation with his/her appraiser or the Headteacher before the

recommendation is actioned and confirmation of the pay decision is made by the School.

If, having had an informal discussion with the person making the pay recommendation, the teacher believes that an incorrect recommendation has been made, he/she may make representation to the Pay Committee of the Governing Body (see Stage 1 below).

Stage 2 - Representation Hearing

1. The teacher receives written notification of the pay determination and, where applicable, details of the basis on which the decision was made. The Pay Committee will ensure the teacher is aware of the process for making representation and appealing against the decision, if appropriate.
2. If the teacher wishes to make representation, he/she should do so by writing to the Clerk to Governors within 10 school days of receiving the decision.
3. The Clerk to Governors will arrange for a representation hearing to take place as soon as possible, which will be chaired by the Pay Committee. The Headteacher may be required to attend the hearing to clarify the grounds for the pay recommendation.
4. The teacher will be provided with between 5 and 10 school days' notice of the representation hearing. The teacher may attend the hearing in order to present evidence, call witnesses and ask questions of the Pay Committee.
5. The Pay Committee will decide if the original pay determination is to be amended and will write to the teacher about the outcome within 5 school days of the decision being reached.
6. Where the teacher continues to be dissatisfied, he/she may appeal this decision within 10 school days of receiving the Committee's outcome letter by proceeding to Stage 3 of the process.

Stage 3 - Appeal Hearing

1. The teacher should clearly set out in writing the grounds for appealing the pay decision and send it to the Clerk to Governors within 10 school days of receipt of the written outcome of the Stage 2 decision (see above).
2. The Clerk to Governors will arrange for an appeal hearing to take place as soon as possible, but normally within 20 school days of the receipt of the written appeal notification.
3. The teacher should be provided with between 5 and 10 school days' notice of the hearing.
4. The appeal should be heard by the Pay Appeals Committee comprising of a minimum of three eligible governors who were not involved in the original decision, or where the original Pay Committee comprised of more than three members, a number at least equal to that of the Pay Committee.

5. The Pay Appeals Committee's decision is final and, as set out in Section 3, paragraph 7 of the STPCD 2016, there is no recourse to the School's Grievance Procedure.
6. Those required to attend the appeal hearing include:
 - Chair and other Appeal Committee members
 - The teacher and his/her representative or work colleague (if the teacher is accompanied)
 - Witnesses for the employee side (if appropriate)
 - a member of the original Pay Committee who will clarify the reasons for the original decision
 - Witnesses for the management side (if appropriate)
 - Clerk to the hearing
 - HR Adviser to give advice to the Appeal Committee (subject to the provisions of any Service Level Agreement)

A model procedure for formal appeal meetings

Chair introduces everyone and their role in the proceedings.

- The teacher will present his/her case including any evidence to be considered and any witnesses they have called;
- Pay Appeals Committee members may ask questions of the teacher, as may the Pay Committee representative;
- Pay Committee representative will state their case including the evidence on which the decision was based and call any witnesses to support the case, if appropriate;
- Pay Appeals Committee members may ask questions of the Pay Committee representative, as may the teacher; and
- Both parties may make a closing statement if they wish (teacher first, followed by Pay Committee representative). No new evidence can be introduced at this stage;
- Both parties leave the hearing;
- The Pay Appeals Committee may request advice from the HR Adviser (if applicable). Once this has been given, the HR Adviser will leave the hearing but may be recalled for further advice (if applicable);
- The Pay Appeals Committee will consider all the evidence and reach a final decision;
- The Pay Appeals Committee will call the parties back to inform the teacher of the decision (if awaiting the decision) or instruct the Clerk to write to the teacher on their behalf with their decision and the reasons for it; and
- The Clerk will notify the Local Authority of change of pay, if appropriate.

Appendix 9

Part Time Teachers' Pay and Time Calculations

- A **School's Timetabled Teaching Week** must be established and a part time teacher must be paid a proportion of the STTW.
- Each school must establish a STTW week for each teacher, this refers to school sessions hours that are timetabled for teaching, including PPA but excluding break times, registration and assemblies.
- Part time teachers will then be paid on actual teaching time excluding registration assemblies and breaks.

For example, if the school day, excluding registration and assembly, runs from 9.00am to 12.15pm and again from 1.15pm to 3.30pm with one 15minute break in the morning session and one 15-minute break in the afternoon session, the STTW for a full time teacher would be calculated as 25 hours. If a part time teacher were employed for mornings only working 9.00am to 12.15pm every day, their percentage of the timetabled teaching week would be calculated as 15 hours. This is shown below

	Morning Session (less breaks, registration + assembly)	+	Afternoon Session (less breaks, registration + assembly)	x	No of days in timetable	=	STTW	% of STTW
Full-time	3 hours	+	2 hours	x	5 days	=	25 hours	100%

Part-time	3 hours			x	5 days	=	15 hours	60%
-----------	---------	--	--	---	--------	---	----------	-----

- **PPA and Management time** must be included when calculating class contact time
- **Directed time** - a head teacher may allocate directed time to part time teacher (subject to conditions) as a proportion of a FTE 1265. Part time teachers can now be directed to cover breaks, assemblies and registration as part of their directed duties.
- Part time teachers cannot be required to be available for work (either for teaching or other duties) on days they do not normally work. However, they may attend by mutual agreement with the head teacher. Any resultant additional hours should be paid at the teachers' normal salary.
- Part time teachers may be required to carry out duties, other than teaching pupils, outside school sessions on the day on which the teacher is normally required to be available for work (whether the teacher is normally required to be available for work for the whole or part of that day). This can form part of directed time.

Appendix 10

School Staffing Structure

(School to enter details below as applicable at the time of this Pay Policy being adopted by the Governing Body)