



West Norfolk  
Academies Trust

# **PAY POLICY 2019**

**Reviewed by: Trustees**

**Approved: December 2019**

**Next review date: September 2020**

Consulted with recognised trade unions on 4<sup>th</sup>  
December 2019

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## **1. Terms of Reference**

**1.1** This policy applies to all employees of the West Norfolk Academies Trust.

**1.2** Definitions:

- “Executive Headteacher” also refers to any other title used to identify the Executive Headteacher, where appropriate, or other senior manager delegated to deal with the matter by the Executive Headteacher.
- “Headteacher/Senior Manager” refers, where appropriate, to any other title used to identify the Headteacher/Senior Manager.
- “Companion” refers to a person chosen by the employee to accompany him/her at a formal meeting, who shall be a trade union representative or a workplace colleague. A companion is entitled to speak to the employee during any meeting, and confer privately, but may not answer questions on the employee’s behalf.
- “STPCD” refers to the current School Teachers’ Pay and Conditions Document.
- “WNAT” refers to the West Norfolk Academies Trust.

## **2. Introduction**

**2.1** September 2019 Pay Award

- The minimum and maximum of the pay ranges and allowances for the September 2019 pay award for teachers are set out in the STPCD 2019

**2.2** Decisions about teachers’ pay progression must be linked to WNAT’s Appraising Performance and Dealing with Capability Issues for all School Staff Policy, hereafter referred to as the ‘Appraisal Policy’, and are based on criteria set out in WNAT’s Pay Policy 2019.

**2.3** The Board of Trustees will operate WNAT’s Pay Policy as the ‘relevant body’, as defined in the STPCD, and for the pay arrangements agreed for all support staff which will:

- Grade posts appropriately within the conditions of employment identified in the current STPCD and the conditions of service for support staff employed by WNAT.
- Take into account pay relativities between posts within the teachers of WNAT and support staff of WNAT.
- Ensure that the annual appraisal of all teaching staff, including those absent from duty for any reason, is fairly and properly conducted in accordance with WNAT’s Appraisal Policy as soon as possible, by 31<sup>st</sup> October 2019 at the latest; 31<sup>st</sup> December 2019 for Headteachers and the Executive Headteacher.
- Where a pay determination leads, or may lead, to the start of a period of salary safeguarding. WNAT will give the required written statement of notification as soon as possible and no later than one month after the date of the determination.
- Ensure that discretion available under the STPCD is exercised in a fair and equitable manner.
- Give recognition to assigned Teaching and Learning Responsibilities (TLR), whether for a permanent post, an acting period, or a temporary project (TLR3).
- Comply with the salary safeguarding arrangements in the current STPCD.
- Ensure that an appropriate evaluation process is used to determine the salary range for members of support staff.

**2.4** This policy statement will be available to the staff of WNAT.

### **3. Delegation of Decision Making**

#### **3.1 Executive Headteacher**

**3.1.1** Except where otherwise stated, the Trustees will delegate the day-to-day management of the policy to the Executive Headteacher in consultation with the Chair of Trustees. The Executive Headteacher will report to the Trustees those occasions when the delegated responsibility has been exercised in respect of the discretionary elements of the STPCD and the pay provisions for support staff.

**3.1.2** The Headteachers shall make annual recommendations on the salary of all staff to the appropriate committee of Trustees, which includes the Executive Headteacher. This will include sufficient information for the Trustees to assess their position with regard to the gender pay gap reporting requirements and public sector equality duty.

**3.1.3** The Chair of Trustees requires that the Executive Headteacher has regard to the budget approved by the Trustees and the requirements of employment legislation, in particular:

- The Equality Act 2010 (including requirements under the Public Sector Equality Duty and Gender Pay Gap reporting requirements)
- The Employment Rights Act 1996
- The Employment Relations Act 1999
- The Employment Act 2002
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The ACAS Code of Practice (Section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992)
- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002

**3.1.4** The Trustees expect the Executive Headteacher to seek advice where appropriate from persons engaged by the Trustees to provide such advice.

#### **3.2 An Appropriate Committee Structure**

**3.2.1** The Chair of Trustees will delegate to a committee, hereafter referred to as the 'Review Committee', decisions arising out of this policy and/or WNAT's Appraisal Policy. The Chair of Trustees will maintain a pool of committee members, which includes Trustees. No member of the Review Appeals Committee, referred to below, will be a member of the Review Committee. No Trustee who is employed by WNAT may be a member of the Review Committee or the Review Appeals Committee, with the exception of the Executive Headteacher.

**3.2.2** The Chair of Trustees will delegate to a committee of Trustees, hereafter referred to as the 'Review Appeal Committee', any appeals by individual members of staff against decisions of the Review Committee in 3.2.1 arising out of this policy or WNAT's Appraisal Policy. There will be at least 3 Trustees on the Review Appeal Committee. Trustees shall sit in rotation on the Review Appeal Committee. The Executive Headteacher will not be a member of the Review Appeal Committee. Any appeal will be dealt with before a final decision is reported.

**3.2.3** Meetings of the Review Committee and the Review Appeal Committee will be convened by the Clerk to the Board of Trustees. Such meetings will normally be arranged within 20 working days of the date the employee requests the meeting, and 5 working days' notice of the date and time of the meeting will be given.

Those entitled to attend meetings of these Committees are outlined in Annex A and Annex B.

### **3.3 Review of Recommendations to, or Decisions of, the Review Committee**

- 3.3.1** Prior to making a salary recommendation to the Review Committee the relevant Headteacher (or Executive Headteacher in the case of Headteachers, or the Chair for the Trustees in the case of the Executive Headteacher) will inform the employee of their recommendation to the Review Committee and the date this Committee will be considering their recommendation.
- 3.3.2** A Teacher who is dissatisfied with a pay recommendation has the opportunity to discuss the recommendation informally with the Appraiser or the Headteacher before the recommendation is actioned.
- 3.3.3** Whilst there is no right of appeal to the appraiser's recommendation, if the employee does not agree with the recommendation to be made, then they may provide a written statement to the Clerk of the Trustees, which will be provided to the Review Committee to consider alongside the pay recommendation and the employee will be invited to attend a formal meeting with the Review Committee.

The statement provided by the Teacher must indicate the reason/s why they disagree with the recommendation and must fall within one or more of the following:

That the recommendation:

- Incorrectly applied any provision of the appropriate salary and/or appraisal policy
- Failed to have proper regard for the statutory/contractual guidance of the STPCD
- Failed to take proper account of relevant evidence
- Took account of irrelevant or inaccurate evidence
- Was biased: or
- Otherwise unlawfully discriminated against the employee

The employee will have a minimum of five working days' notice between the date they are informed of the recommendation and the date of the meeting of the Review Committee to provide this written statement. The Clerk of the Trustees will provide the Headteacher (or Executive Headteacher in the case of the Headteacher's, or the Chair of Trustees in the case of the Executive Headteacher) with a copy of the written statement submitted by the employee prior to the meeting of the Review Committee.

- 3.3.4** The employee will be given the opportunity to make representations, including presenting evidence, calling witnesses and the opportunity to ask questions at a formal meeting with the Review Committee. The decision of the Review Committee will be provided to the employee in writing. The employee will be advised of the right of appeal against the decision of the Review Committee to the Review Appeal Committee (paragraph 3.4 below).
- 3.3.5** The procedure to be followed for the review hearing is attached to Annex A.

### **3.4 Appeals against Salary or Appraisal Decisions**

- 3.4.1** The employee may appeal against the decision of the Review Committee within five working days of receipt of the determination, by notifying the Clerk to the Board of Trustees, in writing, of the reasons for the appeal, which must be as stated in Paragraph 3.3.3 above.
- 3.4.2** The decision of the Review Appeal Committee shall be final. Once an appeal has been resolved, the final decisions regarding the assessment of salaries shall be reported to the Trustees.
- 3.4.3** The procedure to be followed for the appeal is attached at Annex B of this policy.

### **3.5 Threshold Application**

**3.5.1** An application must be made by 31st October of the current year and submitted to the Headteacher or the Executive Headteacher in the case of Headteacher's, or the Chair of Trustees in the case of the Executive Headteacher.

A successful applicant will progress to a point on the Upper Pay Range determined by the Executive Headteacher, in consultation with the Headteacher, from 1st September 2019, from which progression to the Upper Pay Range will be paid.

A successful applicant will have demonstrated through the appraisal process:

- that they are highly competent in all elements of the relevant standards; and
- that their achievements and contributions are substantial and sustained.

(See Annex C for WNAT's definition of "highly competent" and "substantial and sustained")

**3.5.2** The Headteacher shall inform the teacher of the recommendation to be made to the Review Committee regarding the threshold application as soon as possible after the closing date has passed. The Headteacher shall provide oral feedback on the relevant criteria indicated or, in the case of unsuccessful application, in writing on the original application form. Feedback shall also include advice on aspects of performance that would benefit from further development. The process to be followed where the employee does not agree with the recommendation is as outlined in paragraph 3.4.

**3.5.3** Upper Pay Range decisions will only apply to posts under the employment of WNAT. Progression within the Upper Pay Range would normally be considered following the successful completion of two consecutive appraisals. Details regarding accessing the Upper Pay Range are set out in Annex C.

### **3.6 Statement of Salary**

**3.6.1** Salary assessment forms will be issued to confirm salary determinations.

### **3.7 The Chair of Trustees**

**3.7.1** The Chair of Trustees will be available to the Executive Headteacher for consultation on those matters of this policy delegated to the Executive Headteacher. In this instance the Chair of Trustees may not be a member of Review Committee or Review Appeal Committee.

### **3.8 The Appraisal Review Committee for the Headteacher's Performance Review**

**3.8.1** The Chair of Trustees will delegate the Executive Headteacher and 2 trustees, who are not employees of WNAT, to carry out the appraisal review for Headteachers. The delegated trustees may be supported by an external adviser appointed by the Trustees.

### **3.9 The Appraisal Review Committee for the Executive Headteacher's Performance Review**

**3.9.1** The Chair of Trustees will delegate 2 or 3 trustees, none of whom shall be employees of WNAT, to carry out the appraisal review for the Executive Headteacher. The delegated trustees may be supported by an external adviser appointed by the Trustees. The agreed performance objectives and indicators/measures will be referred for moderation to the Chair of Trustees.

**3.9.2** It is the stated wish of the Chair of Trustees that the delegated trustees should be appropriately trained.

## **4 Exercise of Discretion under the STPCD**

### **4.1 Starting Salary of New Classroom Teacher Appointments**

- 4.1.1** When advertising a teaching post, the Trustees or the delegated committee, will identify the range of salaries that the Trustees are prepared to pay, subject to qualifications and experience. The Trustees will normally agree to match current/previous salaries with consideration given firstly to the merits of the application and the salary of teachers employed by WNAT.
- 4.1.2** Where the selection panel, Headteacher or Executive Headteacher regards a teacher has relevant teaching experience, or non-teaching experience which is directly relevant to the post being offered, then an appropriate salary will be offered within the advertised range.
- 4.1.3** The selection panel, Headteacher or Executive Headteacher will provide a statement for the appropriate committee of Trustees, detailing the reasons the salary has been awarded, together with the position on the appropriate range in WNAT's salary structure.

### **4.2 Calculation of Part Time Teachers' Salaries**

- 4.2.1** The Trustees will ensure that all part time teachers employed by WNAT will have their salaries calculated in accordance with the STPCD and the "pro rata principle", except where a part time teacher is awarded a TLR3.
- 4.2.2** The Trustees will ensure that the total amount of time for which a part time teacher may be directed is calculated in accordance with the STPCD and the "pro rata principle".
- 4.2.3** All part time teachers will be advised of the way in which their salary and directed time are calculated.

### **4.3 Recruitment/Retention Incentives**

- 4.3.1** WNAT has a policy with regard to any payment of recruitment/retention incentives or benefits in accordance with paragraph 27 of the STPCD.
- 4.3.2** The policy adopted by WNAT will be made known to employees and set out as Annex D to this policy.

### **4.4 Staffing Structure**

- 4.4.1** The Executive Headteacher will annually recommend to Trustees a staffing structure for the schools within the Trust that:
- takes account of any financial limits determined by Trustees, or delegated committees;
  - identifies the posts to which allowances will be allocated for permanent Teaching and Learning Responsibilities, hereafter referred to as TLR(s), in accordance with the requirements of the STPCD;
  - will determine the value of any TLR post that is to be paid for a short term period. A statement identifying a payment within the range for TLR3, the length of time for which it will be paid, and the reason for the short term payment will be provided to the appropriate committee of the Trustees.
  - identifies the level of allowance to be allocated to each permanent TLR post between the minimum and maximum limits set out for each TLR in the STPCD, and the different levels that may be paid within each TLR in the staffing structure in accordance with the STPCD;
  - identifies the level of salary to be allocated to any Leading Practitioner posts together with the salary ranges to be assigned to each post;

- identifies posts to be paid on the Leadership Group pay range together with the salary ranges assigned to each post;
- identifies any post to which a salary from the Special Educational Needs range of salaries will be allocated, together with the level of each allowance to be paid;
- identifies the staffing structure for support staff posts, together with the evaluated salary range assigned to each post.

The staffing structure and pay ranges approved by the Trustees shall be published in this pay policy.

- 4.4.2** In the event that the recommendation contains changes in the staffing structure that will directly impact on employees of WNAT, employees and recognised trade unions will be informed and consulted before the final salary structure is published.

#### **4.5 Special Educational Needs**

- 4.5.1** The Trustees will award an allowance to any teacher who satisfies the requirement of the STPCD, paragraph 21.

- 4.5.2** The post and allowance(s) will be identified in the staffing structure and will be spot salaries selected from the SEN range. The value of allowances should be based on whether any mandatory qualifications are required, other qualifications and expertise relevant for the post and the relative demands of the post.

#### **4.6 Awards for Performance Progression to Teachers Paid on the Main Pay Range, the Upper Pay Range or Unqualified Teachers' Pay Range**

(Pay progression will be linked to assessment of performance, as determined under the Appraisal Policy)

- 4.6.1** At the time of the annual assessment of teachers' salaries referred to in paragraph 7 of this policy, the Review Committee will consider written recommendations from the Executive Headteacher that a teacher be paid a higher salary on the classroom teachers' main pay range, or the unqualified teacher pay range, or the Upper Pay Range, depending on which range the teacher is currently paid. Pay ranges are determined by the Trustees and are published in Annex E. The Executive Headteacher will also provide written reasons why any teacher should not progress on either range. (Please note comments under section 3.1.2)
- 4.6.2** Any recommendations for progression to a higher salary made by the Headteacher shall be in respect of the teacher's performance during the previous year measured against the performance review under WNAT's Appraisal Policy, with particular reference to the achievement of objectives identified in Annex E and their individual performance management objectives set at their last review. In the case of teachers beyond the threshold, the Headteacher will also have regard to the teacher's overall contribution to the school.
- 4.6.3** Recommendations for increases in pay will be differentiated in order that any increase is clearly attributable to the performance of each teacher.
- 4.6.4** A teacher on the main pay range whose performance meets the criteria set out in Annex E could reasonably expect to reach the maximum of the range after five years. The Headteacher may recommend that there will be no progression on the range in a given year where the outcome of the appraisal does not warrant progression. A newly qualified teacher who achieves the required standards at the end of induction will normally progress to the second point on the main pay range from the following September in accordance with paragraph 2.3.

- 4.6.5** Where a teacher has been absent through long term illness or on maternity leave (or other long term leave) the Headteacher will ensure that a performance review has been conducted. In the event that a review cannot be conducted until the teacher returns to school, the Headteacher will conduct a review following the teacher's return. If the recommendation is to pay the teacher on a higher salary on the appropriate pay range, the award may be backdated to the date on which the award would normally have been paid.

## **5 Leading Practitioner Posts**

- 5.1** The Trustees may decide to include Leading Practitioner post(s) in the structure where it receives a recommendation from the Executive Headteacher to consider such a post.
- 5.2** Where a Leading Practitioner is appointed, the Trustees shall select an individual post range on the pay range designated for Leading Practitioners. The pay range on which such a selection will be based is set out in Annex F.
- 5.3** At the time of the annual assessment of teachers' salaries referred to in paragraph 7 of this policy, the Review Committee will consider recommendations from the Executive Headteacher that any Leading Practitioner be paid a higher salary subject to the maximum of the individual range. The criteria on which such a recommendation will be based is set out in Annex F.

## **6 The Leadership Group (See Annex G)**

### **6.1 Headteachers, Deputy Headteachers and Assistant Headteachers**

- 6.1.1** The Trustees, following consideration of the relevant criteria set out in the STPCD, will determine the pay range for a newly appointed Headteacher, Deputy Headteacher or Assistant Headteacher's salary.
- 6.1.2** At the time of appointing a new Headteacher, Deputy Headteacher or Assistant Headteacher the selection panel of WNAT making the new appointment shall determine the salary point on the pay range. The selection panel shall have regard to advice available from persons engaged by WNAT.

### **6.2 Awards for Performance to Headteachers, Deputy Headteachers and Assistant Headteachers**

- 6.2.1** At the time of the annual assessment of teachers' salaries referred to in paragraph 7 of this policy, the Review Committee will consider recommendations from the Executive Headteacher that any Headteacher, Deputy Headteacher or Assistant Headteacher be paid additional points subject to the maximum of their range. The Trustees expect that the objectives for a Headteacher, Deputy Headteacher or Assistant Headteacher will have become progressively challenging as the teacher has gained experience in the role.
- 6.2.2** Where there are substantial difficulties in retaining the services of a current Headteacher, Deputy Headteacher or Assistant Headteacher, the Trustees may decide to change the salary range in accordance with the STPCD. Only in exceptional circumstances may the Headteacher, Deputy Headteacher or Assistant Headteacher's range overlap the Executive Headteacher's pay range.

## **7 Annual Assessment of the Salary of Teachers**

### **7.1 Annual Assessments**

- 7.1.1** On or before 31st October of each year, the Headteacher will carry out an annual assessment of salary for each teacher, including Deputy Headteachers and Assistant Headteachers, Leading Practitioners and unqualified teachers employed in the Trust.
- 7.1.2** The Review Committee will receive the pay recommendations from the Headteacher by 31st October of the current year, awards will be backdated to 1st September of the current year.

## **8 Determination of Leadership Group Salaries**

**8.1** Group of the School; Headteacher Pay Range (HTPR) and Pay Ranges for Other Members of the Leadership Group

**8.1.1** For the purposes of determining the group of the School by which the HTPR for the Headteacher is identified, the Trustees will re-calculate annually the appropriate unit total of the school.

**8.1.2** The Trustees will assign the school to the appropriate Headteacher Group (HTG) whenever a new Headteacher is to be appointed and on such occasions as the Trustees see fit. The Headteacher may make representations to the Review Committee to consider assigning the school to a new HTG.

**8.1.3** If the Trustees change the group of the school having re-calculated the unit total, they will identify a HTPR which will ensure that the minimum of the HTPR is not below the minimum of the salary range for the HTG.

**8.1.4** The HTPR of the school shall be a range of consecutive salary points selected by the Trustees within the HTG range for the school.

**8.1.5** The Recruitment Selection Committee, set up to appoint a new Headteacher, shall determine the salary point on the HTPR to be paid, ensuring that there is room for salary progression to be determined by subsequent performance. The Recruitment Selection Committee shall have regard to advice available from persons engaged by the Trustees.

**8.1.6** In the event that the Trustees agree to a Headteacher (including the Executive Headteacher) also being made the Headteacher of another School on a permanent basis, their salary will be determined in accordance with STPCD 2019 (paragraph 6.6 of that document).

**8.1.7** Where such a decision is made then the Trustees will also review the salary ranges of any other teachers affected by the arrangement by increased responsibilities. Where such arrangements are temporary the salary safeguarding provisions will not apply.

**8.1.8** The pay ranges for a Deputy or Assistant Headteacher shall be determined with reference to the School's HTPR as defined by the STPCD 2019.

### **8.2 Annual review of Headteacher's Salary**

**8.2.1** On or before 31st December of each year, the Executive Headteacher will carry out an annual assessment of salary for each Headteacher employed in the Trust.

**8.2.2** The Review Committee will receive the pay recommendations from the Executive Headteacher by 31st December of the current year, awards will be backdated to 1st September of the current year.

### **8.3 Annual Review of the Executive Headteacher's Salary**

**8.3.1** At the beginning of each academic year, or at any such time as the Trustees (in consultation with the Executive Headteacher) may decide, the Appraisal Review Committee referred to in 3.9 will agree with the Executive Headteacher or (in the absence of agreement) set performance objectives together with performance indicators/measures appropriate to each objective. The performance objectives will reflect priorities identified in the Trust's development plan.

**8.3.2** An external adviser appointed by the Trustees will support the Appraisal Review Committee in carrying out the annual performance review of the Executive Headteacher. The performance review and review statement will be conducted in accordance with WNAT's Appraisal Policy.

**8.3.3** In the Autumn Term of each year, (or where determined differently by the Trustees, as referred to in 8.3.1 above, in the half term immediately prior to the anniversary of the setting of the performance criteria), the Review Committee will receive recommendations from the Appraisal Review Committee (having consulted the Chair of Trustees, if they are not an Appraisal Review

Trustee) regarding the salary of the Executive Headteacher. The recommendation shall reflect the Appraisal Review Committee views, based on the outcomes of the annual performance review and the Chair of Trustees view of the Executive Headteacher's overall performance during the year. Any recommendation for progression within the HTPR will identify the recommended number of points proposed. The Executive Headteacher will be advised of the proposed recommendation and may make a written response to the recommendation.

- 8.3.4** The recommendation for the Executive Headteacher will be made in a written statement to the Review Committee, giving reasons for the recommendation and the level of salary that it is recommended should be paid from 1st September, including any additional payments as identified in the STPCD, paragraph 10. The Review Committee will consider the recommendation, together with any written response from the Executive Headteacher, and inform the Executive Headteacher in writing by providing a salary statement, by 31st December, to be backdated to 1st September. The Executive Headteacher will not be entitled to attend the meeting of the Review Committee where their salary is being considered.
- 8.3.5** If the Executive Headteacher wishes to seek a review of the decision of the Review Committee regarding their pay, they may do so in accordance with the procedure set out in paragraph 3.3.3. The Executive Headteacher will have right of appeal against the decision of the Review Committee in accordance with the procedure set out in paragraph 3.4.1 of this policy.

#### **8.4 Determination of Discretionary Payments to the Executive Headteacher**

- 8.4.1** The Trustees may decide to pay additional payments to the Executive Headteacher in accordance with paragraph 10 of the STPCD
- 8.4.2** Where a decision is made to increase the Executive Headteachers salary beyond the maximum of the appropriate HTG determined in accordance with paragraph 8.4.1 above, the total sum of all payments made to the Executive Headteacher will not exceed 25 per cent of the maximum of the HTG, except in wholly exceptional circumstances, which will be approved by the Trustees.
- 8.4.3** In the event that it is considered necessary to exercise the provision set out in 8.4.2 above, the Trustees will take external independent advice in accordance with paragraph 9.3 of the STPCD 2019 before agreeing to such a decision.

#### **8.5 Acting up Allowances**

- 8.5.1** If, during any absence of the Executive Headteacher, Headteacher, Deputy Headteacher, Assistant Headteacher or a TLR post holder, the acting appointment is made and maintained for a period then the Trustees will consider within four weeks of the acting appointment whether or not the teacher shall be paid an acting allowance calculated in accordance with 8.5.2 below. If no allowance is paid the Trustees may reconsider the position at any time.
- 8.5.2** In the prolonged absence of the Executive Headteacher, Headteacher, Deputy Headteacher, Assistant Headteacher or a TLR post holder, the Trustees may appoint a teacher to act up during the absence of the post holder. Prolonged absence is considered a minimum of 4 weeks and acting allowances will be considered on a case by case basis. From the date that the Trustees consider it necessary to make an acting appointment, an allowance will be paid equal to the difference between the salary currently paid to the person appointed to act up and a point considered appropriate by the Trustees. The relevant conditions of service detailed within the STPCD 2019 will apply to any person in receipt of such an acting allowance.

## **9 Additional Payments for Teaching Staff**

- 9.1** In the event that the Executive Headteacher, following consultation with the teacher(s) affected, requests teachers to undertake:
- Continuous Professional Development (CPD) undertaken outside of the school day;
  - Activities relating to the provision of Initial Teacher Training (ITT) as part of the ordinary conduct of the school day; or
  - Out of school hours' learning activities,
- then payments, as below, will be made to teachers agreeing to participate in such activities.
- 9.2** The daily rate payable to each teacher undertaking such CPD or ITT activities will be determined by the Trustees. Periods of less than a day will be paid pro rata.
- 9.3** Where additional responsibilities and activities are undertaken by a teacher resulting from the Executive Headteacher having responsibility for more than one school, as provided for in paragraph 8.1.7 of this policy, the Review Committee will review the teacher's salary to reflect the additional responsibilities and activities. The decision of the Review Committee will be reported to the next meeting of the Trustees.

## **10 Unqualified Teachers**

- 10.1** WNAT may employ unqualified teachers/instructors in the Trust. Such unqualified teachers will be paid in accordance with paragraph 17 of the STPCD.
- 10.2** The point on WNAT's unqualified teacher range, within the maximum and minimum of the range as set out in paragraph 17 of the STPCD, at which a new appointment will be paid, will be determined by the Executive Headteacher, in consultation with the Chair of Trustees, and will take account of the qualifications and experience considered to be relevant to the post.
- 10.3** In addition to the appropriate point on the unqualified teachers' pay range, the Executive Headteacher, in consultation with the Chair of Trustees, may award an additional annual allowance in accordance with paragraph 22 of the STPCD, to a person appointed as an unqualified teacher who either takes on a sustained additional responsibility, which is focussed on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or who the Executive Headteacher and Chair of Trustees believes has additional qualifications and/or experience to warrant such an award.
- 10.4** The Executive Headteacher will report any award of such an allowance to the Review Committee.
- 10.5** The arrangements for salary progression and salary safeguarding for teachers also apply to unqualified teachers.

## **11 Salaries of Support Staff**

- 11.1** On appointing a member of support staff, the job description determined for the post will be evaluated in accordance with the adopted scheme. Advice on appropriate evaluation processes will be sought from persons engaged by WNAT.
- 11.2** The Headteacher, in consultation with the Executive Headteacher and Finance Manager, will determine the appropriate point on the evaluated range having regard to:
- Relevant qualifications and/or competencies; and
  - Recruitment/retention needs of the school in respect of the post.
- The decision of the Headteacher will be reported to the Review Committee.

- 11.3** If at any time the Headteacher, in consultation with the Executive Headteacher and Finance Manager, considers that a member of the support staff is being asked to undertake increased or decreased responsibilities on a permanent basis, the job description may be re-evaluated. If the evaluation provides for a higher salary that salary will be paid to the post holder from a date determined by the Headteacher and, in the case of a temporary increase in responsibility, the date to which the new salary will be paid will also be stated. In the event that the evaluation provides for a lower salary, the employee will be entitled to salary safeguarding for a period in accordance with WNAT's Reorganisation and Redundancy Policy and Procedure. The new salary level will be reported to the Review Committee at its next meeting.
- 11.4** At the time of making the annual assessment of the teachers' salaries the Executive Headteacher may also make any recommendation to the Review Committee in respect of the salary of any member of the support staff. Where the Executive Headteacher considers it appropriate, a recommendation to the Review Committee that a named member of support staff shall be awarded an honorarium for the excellence of their performance during the previous year. The honorarium may either be paid as a lump sum payment at the next salary payment after the Review Committee's decision, or as a 1/12 increase in monthly salary over the next year.
- 11.5** If any member of support staff wishes to appeal against their salary level they may ask for a re-evaluation of their job description. This re-evaluation will be performed by the Headteacher in consultation with the Finance Manager. The result will be provided to the member of support staff in writing.
- 11.6** In the event that a member of support staff decides to appeal against the decision of the Headteacher under paragraph 11.5 above, then they shall enter a formal written statement of appeal to the Executive Headteacher who will make a decision. The decision of the the Executive Headteacher shall be final.

## **12 Salary Sacrifice Scheme**

- 12.1** WNAT will support and encourage any salary sacrifice scheme as identified in the STPCD and made available by WNAT, from which teachers or support staff employed in the Trust benefit where there is no additional cost to WNAT's budget.

## **13 Review of the Policy**

- 13.1** The Trustees will review this policy annually, or on any occasion when it is requested to do so by the Executive Headteacher.
- 13.2** WNAT will consult with employees and the recognised trade unions at the time of the annual or any other review of the policy.

## **Annex A**

### **Procedure for a Review of a Salary Determination of the Review Committee**

This procedure complies with the guidance of the Secretary of State 'Implementing your schools approach to pay' available online at [www.gov.uk](http://www.gov.uk).

#### **1. The Case for the Employee**

The employee is entitled to be accompanied by a representative of their trade union or a workplace colleague.

The employee or representative:

- a) Presents the employee's written application for the review.
- b) The members of the Review Committee may ask questions of the employee

#### **2. The Chair of the Review Committee**

- a) Explains the process and evidence used to come to the recommendation/decision under review with reference to the written statement of reasons for the recommendation/decision previously provided to the employee.
- b) If the Review Committee has asked the Headteacher (or Executive Headteacher as referred to in note 3 below) (or Chair of Trustees as referred to in note 4 below) to be present at the hearing the Headteacher (or Executive Headteacher or Chair of Trustees) may be asked questions by members of the Review Committee and the employee or representative

#### **3. Summing up and Withdrawal**

- a) The employee or representative has the opportunity to sum up their case if they so wish.
- b) All persons other than the members of the Review Committee and the adviser (see note 5 below) are then required to withdraw.

#### **4. Review Committee Decision**

- a) The Review Committee and their adviser only are to deliberate in private, only recalling other persons to clear points of uncertainty on evidence already given. Any recall will involve both parties.
- b) The Chair of the Review Committee will announce the decision of the review to the employee, which will be confirmed in writing within 5 working days.

#### **Notes:**

1. For the purposes of the review, the Review Committee and the employee will have the following documents:
  - The written statement of reasons for the recommendation/decision previously provided to the employee.
  - The written statement of reasons for the application of the review from the employee. (The grounds for the appeal must comply with paragraph 3.3.3 of the pay policy).
  - Any additional documents to be used at the review hearing which must be provided to the other party at least 48 hours before the commencement of the review.

2. For the purposes of the review, the Review Committee may ask the Headteacher (or Executive Headteacher in accordance with note 3 below, or the Chair of Trustees in accordance with note 4 below) to be present. In that event the Headteacher, Executive Headteacher or Chair of Trustees may also be asked questions by the members of the Review Committee and by the employee or their representative. The Headteacher, Executive Headteacher or Chair of Trustees may not be involved in the decision of the Review Committee.
3. Where the Headteacher has asked for the review the Review Committee may ask the Executive Headteacher referred to in paragraph 3.8.1 above to be present.
4. Where the Executive Headteacher has asked for the review the representative of the Review Committee may call the Chair of Trustees and/or one of the trustees referred to in paragraph 3.9.1 above as a witness.
5. The Review Committee may have an adviser present.
6. The review is not an appeal against the recommendation/decision.

## **Annex B**

### **Procedure for an Appeal against a Salary Decision of the Review Committee to the Review Appeal Committee of WNAT**

This procedure complies with the guidance of the Secretary of State 'Implementing your schools approach to pay' available online at [www.gov.uk](http://www.gov.uk).

#### **1. The Appeal of the Employee**

The employee is entitled to be accompanied by a representative of their trade union or a workplace colleague.

The employee or representative:

- a) Introduces the employee's written reasons for the appeal and the representative of the Review Committee and then members of the Review Appeal Committee may ask questions of the employee.
- b) May call witnesses, each of whom will have provided a written statement of the information they wish to give, and each witness may be asked questions by the representative of the Review Committee and then by the Review Appeal Committee.

#### **2. The Response of the Review Committee**

The representative of the Review Committee

- a) Explains the process and evidence used to come to the decision being appealed with reference to the written statement of reasons for the decision of the Review Committee previously provided to the employee, and the employee or representative and then members of the Review Appeal Committee may ask questions of the representative of the Review Committee.
- b) May call witnesses, who will have provided a written statement of the information they wish to give, and each witness may be asked questions by the employee or their representative and then by the Review Appeal Committee.

#### **3. Summing up and Withdrawal**

- a) The representative of the Review Committee has the opportunity to sum up if they so wish.
- b) The employee, or representative, has the opportunity to sum up their case if they so wish.
- c) All persons other than the Review Appeal Committee and its adviser (see note 5 below) are then required to withdraw.

#### **4. Review Appeal Committee Decision**

- a) The Review Appeal Committee and adviser are to deliberate in private, only recalling the parties to clear points of uncertainty on evidence already given. Any recall must involve both parties.
- b) The Chair of the Review Appeal Committee will announce the decision to the employee, which will be confirmed in writing within 5 working days

**Notes:**

1. For the purposes of the appeal, the Review Appeal Committee will have the following documents:
  - The written statement of reasons for the Review Committee decision previously provided to the employee.
  - The written statement of reasons for the appeal from the employee. (The grounds for the appeal must comply with paragraph 3.4.1 of the pay policy).
  - Any additional documents to be used at the appeal hearing which must be provided to the other party at least 48 hours before the commencement of the hearing.
2. For the purposes of the appeal, the Review Committee representative may call the Headteacher (or Executive Headteacher in accordance with note 3 below, or the Chair of Trustees in accordance with note 4 below) as a witness for the Review Appeal Committee. In that event the Headteacher, Executive Headteacher or Chair of Trustees may be questioned as a witness. The Headteacher, Executive Headteacher or Chair of Trustees may not be involved in the decision of the Review Appeal Committee.
3. Where the Headteacher has asked for the appeal the representative of the Review Committee may ask the Executive Headteacher referred to in paragraph 3.8.1 above to be present.
4. Where the Executive Headteacher has asked for the appeal the representative of the Review Committee may call the Chair of Trustees and/or one of the trustees referred to in paragraph 3.9.1 above as a witness.
5. The Review Appeal Committee may appoint an adviser who may not be an employee of WNAT.

## **Annex C**

### **Access to the Teacher's Upper Pay Range**

Any qualified teacher who has been employed at the top of the main pay range for a minimum of 12 months may apply to the Executive Headteacher to be paid on the Upper Pay range. An application may only be made once in an Academic year and must be made before October 31st in writing to the Executive Headteacher.

A successful applicant will have demonstrated:

- That as a teacher they are highly competent in all elements of the relevant standards; and
- That their achievements and contributions to the school are substantial and sustained.

For the purpose of this pay policy:

- Highly competent means performance which is not only good but is good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school in order to help them meet the relevant standards and develop their teaching practice.
- Substantial means of real importance, validity and value to the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning and achievement.
- Sustained means maintained continuously over a period of the previous two years.

The application shall be in the form of the annual appraisal document and two previous appraisal reports which meet the criteria with supplementary evidence to be considered which reflects the applicant's achievements over a two year Period.

All applications will be assessed robustly, transparently and equitably by the Executive Headteacher assisted by the Headteacher, Deputy Headteacher, Assistant Headteacher and Head of School as appropriate. A decision will be made and communicated in writing within 15 working days.

Where application is unsuccessful, the written notification will indicate the areas where the judgement is that the teacher's application does not satisfy the assessment criteria.

A successful applicant will progress to the minimum point of the Upper Pay range, where it is expected that the level of performance assessed will be at least sustained. Further progression on the Upper Pay range will be dependent on additional evidence that the application has developed further and taken on further responsibilities across the school. Employees who are uncertain as to whether their performance will meet the criteria to access the Teacher's Upper Pay Range should seek clarity from their Headteacher at the earliest opportunity. This clarification will include advice and guidance as to the performance measures required to be evidenced throughout the academic year.

## **Annex D**

### **Teachers: Recruitment and Retention Allowances or Benefits**

Recruitment and retention allowances will be considered as a method of attracting or retaining outstanding teachers and support staff where the Trust would be adversely affected by not recruiting or retaining them. Recruitment and retention allowances will be pensionable payments. On expiry of a recruitment allowance it may be replaced by a retention allowance. Decisions on recruitment allowances or retention allowances will be made by the Executive Headteacher following consultation with the Chair of Trustees.

Prior to consultation, the Executive Headteacher will set out:

1. The reasons why the post should attract a recruitment or retention allowance with reference to other allowances awarded and any available recruitment or retention information
2. The start and end dates of the allowance and any review periods.
3. The amount of the allowance and its percentage of substantive salary which will not exceed 10%

The decision to award a recruitment allowance will be communicated to the employee in writing stating the start date and end date, the amount and whether it is recruitment or a retention allowance. The decision to award a recruitment allowance will be reported to the Trustees at the next meeting.

Relocation costs may be supported by WNAT depending on the need to recruit and the need of the new employee. Relocation packages will be decided on case-by-case basis. Receipts must be provided in order for relocation costs to be reimbursed. WNAT will recover 100% of any relocation payment in the event of the employee leaving WNAT's employment within the first year of service. In the event of the employee leaving WNAT's employment during the second year of service, we will recover 50% of any relocation payments made.

## Annex E

### The Salary Points and Progression on the Main, Upper and Unqualified Teacher Pay Ranges

The Main Pay Range, Upper Pay Range and Unqualified Teacher Pay Range salary points for 2019 are set out below.

Main		Upper	Unqualified		
Minimum					
1	24 373	1	37 654	1	17 682
2	26 298		2	19 739	
3	28 413	2	39 050	3	21 794
4	30 599			4	23 851
5	33 010			5	25 909
Maximum		3	40 490	6	27 965
6a	35 619				
6b*	35 971				

\*6b This level is for good performance by a teacher who was on M5 in the preceding 12 months and in line with section 4.6.4

Teachers on the Main, Upper and Unqualified Teacher Pay Ranges will have their salary reviewed annually in accordance with paragraph 7 above against the aims of the School and in accordance with the criteria that a teacher needs to meet to achieve salary progression. Any recommendations for progression to a higher salary made by the Headteacher shall be in respect of the teacher's performance during the previous year, measured against the performance review under WNAT's Appraisal Policy and the teacher's individual performance management objectives set at their last review.

WNAT will determine the pay progression for teachers on the basis of the outcome of the appraisal review process. Appraisal measurements will be based on The Teachers' Standards (England, July 2011), (see Annex I). All teachers will have an annual, full class lesson observation conducted by their line manager which will contribute to the appraisal process.

Successful and Exceptional performance will be awarded.

Successful performance will be judged against the criteria set by The Teacher Standards, using absolute and relative performance measures, and will take into consideration, but not necessarily be limited to, the following key measures of performance:

- Evidence of satisfactory student progress, compared to and in line with, national student progress levels.
- Evidence of satisfactory student improvement rate, compared to and in line with, national student improvement rates.

Exceptional performance will be judged against the criteria set by The Teacher Standards, using absolute and relative performance measures, and will take into consideration, but not necessarily be limited to, the following key measures of performance:

- Evidence of exceptional student progress, compared to and significantly above, national student progress levels.
- Evidence of exceptional student improvement rate, compared to and significantly above, national student improvement rates.

The Headteachers, shall make annual recommendations on the salary of all staff to the appropriate committee of Trustees as detailed in 3.1.2. Successful performance will be rewarded by an increase of one pay band. Exceptional performance may allow the teacher to progress up the pay scale by more than pay band.

Information regarding access to the Teacher's Upper Pay Range is available in Annex C

WNAT will budget for all teaching staff to progress, so that there is no financial barrier to pay progression for any member of teaching staff.

## Annex F

### Teachers: The Appointment of Leading Practitioners

WNAT may decide to appoint Leading Practitioners as indicated in paragraph 5 above and in accordance with the provisions of paragraph 16 of the STPCD. If WNAT decide to appoint Leading Practitioners then these posts will be advertised in accordance with WNAT's Recruitment and Selection Policy. Leading Practitioners will be line managed by the relevant Headteacher, or, in the case of posts involving work across WNAT's schools, by WNAT's Director of Standards.

Specific job requirements will include:

- A leadership role in developing, implementing and evaluating policies and practices in the school and contribute to school improvement.
- The improvement of teaching within WNAT which impacts significantly on pupil progress
- Improving the effectiveness of staff and colleagues through coaching and mentoring. Up to 20% of the Leading practitioners time will be spent on this aspect of their role (including supporting other schools. Any costs associated with the provision of this service will be invoiced and be retained by the school).

Criteria for progression on the Leading Practitioner scale will be based on evidence that the Leading Practitioner:

- Has made good progress towards their performance management objectives
- Is an exemplar of teaching skills which must impact significantly on pupil progress within WNAT and within the wider school community, if relevant.
- Has made substantial impact on the effectiveness of staff colleagues including any specific elements of practice that have been highlighted as in need of improvement
- Is highly competent in all elements of the teachers standards
- Has shown strong leadership in developing, implementing and evaluating policies and practices in the work place which contribute to school improvement.

### The Salary Points and Progression on the Leading Practitioner Pay Range

Paragraph 5 of this policy provides further information regarding salary decisions when appointing Lead Practitioners. WNAT will make decisions on this pay range in accordance with the STPCD's Leading Practitioners Pay Range. The STPCD Pay Range for England and Wales (excluding the London Area) is set out below:

Pay Range	£
Minimum	41 267
Maximum	62 735

## Annex G

### Salary Ranges and Arrangements for Teachers Paid on the Leadership Group Range

The Leadership Pay Range salary points for 2019 are set out below.

Pay Scale	£
L1	41 065
L2	42 093
L3	43 144
L4	44 219
L5	45 319
L6	46 457
L7	47 707
L8	48 808
L9	50 026
L10	51 311
L11	52 643
L12	53 857
L13	55 201
L14	56 578
L15	57 988
L16	59 529
L17	60 899
L18	62 426
L19	63 976
L20	65 562
L21	67 183
L22	68 852
L23	70 556
L24	72 306
L25	74 102
L26	75 935
L27	77 818
L28	79 748
L29	81 722
L30	83 757
L31	85 825
L32	87 961
L33	90 145
L34	92 374
L35	94 669
L36	97 012
L37	99 425
L38	101 885
L39	104 368
L40	106 972
L41	109 643
L42	112 390
L43	115 198

Changes to the determination of leadership group pay under the STPCD 2019 (paragraphs 4 to 11) should only be applied to individuals appointed to a leadership post on or after 1 September 2014, or whose responsibilities have significantly changed after that date.

WNAT may choose to review the pay of all of its leadership posts under these arrangements, if it determines that this is required to maintain consistency, either with pay arrangements for new appointments to the leadership group made on or after 1st September 2014, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly changed on or after that date.

Under the STPCD 2019, the Trustees, in deciding the implementation of the arrangements above, may determine the extent and the size of the salary ranges for the Headteacher's Salary Range (HTPR), the Deputy Head and Assistant Head.

WNAT may decide to review the salary arrangements for the Leadership Group at any time.

## Annex H

### Teaching and Learning Responsibility Payments (TLRS)

The criteria for the award of TLR1 and TLR2 payments are as follows:-

Before awarding any TLR1 and TLR2 payments, WNAT must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers and that:

- is focused on teaching and learning;
- requires the exercise of a teacher's professional skills and judgement;
- requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils; and
- involves leading, developing and enhancing the teaching practice of other staff.

In addition, before awarding a TLR1 payment, WNAT must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.

Teachers will not be required to undertake permanent additional responsibilities without payment of an appropriate permanent TLR1 or TLR2 payment.

The following TLR values apply to TLRs awarded in 2019/20:

TLR	£
1a	13159
1b	9 683
1b2	8 069
2a	6 829
2b	4 658
2c	2 796
2c2	2 823

Where WNAT wishes to make TLR3 payments, the proposed responsibilities, level of payment (within the published range in the STPCD) and the duration of payment will be set out clearly. WNAT will ensure that the use of TLR3 applies only to clearly time-limited school improvement projects, or one-off externally driven responsibilities and where there is a genuine development or operational need. TLR3 payments will not be used to replace, or otherwise limit, teachers' pay progression on the Main, Upper or Leading Practitioner Pay Ranges.

## **Annex I**

### **Teacher Standards**

#### **Introduction**

The Teachers' Standards (England, July 2011) are presented in this Document as they underpin the appraisal process and the assessment process for accessing the upper pay range.

#### **Teachers' Standards (England)**

##### **Preamble**

Teachers make the education of their pupils their first concern, and are accountable for achieving the highest possible standards in work and conduct. Teachers act with honesty and integrity; have strong subject knowledge, keep their knowledge and skills as teachers up-to-date and are self-critical; forge positive professional relationships; and work with parents in the best interests of their pupils.

##### **Part One: Teaching**

A teacher must:

1. Set high expectations which inspire, motivate and challenge pupils
  - establish a safe and stimulating environment for pupils, rooted in mutual respect;
  - set goals that stretch and challenge pupils of all backgrounds, abilities and dispositions;
  - demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils.
2. Promote good progress and outcomes by pupils
  - be accountable for pupils' attainment, progress and outcomes;
  - be aware of pupils' capabilities and their prior knowledge, and plan teaching to build on these;
  - guide pupils to reflect on the progress they have made and their emerging needs;
  - demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching;
  - encourage pupils to take a responsible and conscientious attitude to their own work and study.
3. Demonstrate good subject and curriculum knowledge
  - have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain pupils' interest in the subject, and address misunderstandings;
  - demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship;
  - demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulacy and the correct use of standard English, whatever the teacher's specialist subject;
  - if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics;
  - if teaching early mathematics, demonstrate a clear understanding of appropriate teaching strategies.
4. Plan and teach well-structured lessons
  - impart knowledge and develop understanding through effective use of lesson time;
  - promote a love of learning and children's intellectual curiosity;

- set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired;
  - reflect systematically on the effectiveness of lessons and approaches to teaching;
  - contribute to the design and provision of an engaging curriculum within the relevant subject area(s).
- 5. Adapt teaching to respond to the strengths and needs of all pupils**
- know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively;
  - have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these;
  - demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support pupils' education at different stages of development;
  - have a clear understanding of the needs of all pupils, including those with special educational needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.
- 6. Make accurate and productive use of assessment**
- know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements;
  - make use of formative and summative assessment to secure pupils' progress;
  - use relevant data to monitor progress, set targets, and plan subsequent lessons;
  - give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback.
- 7. Manage behaviour effectively to ensure a good and safe learning environment**
- have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in classrooms and around the school, in accordance with the school's behaviour policy;
  - have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly;
  - manage classes effectively, using approaches that are appropriate to pupils' needs in order to involve and motivate them;
  - maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary.
- 8. Fulfil wider professional responsibilities**
- make a positive contribution to the wider life and ethos of the school;
  - develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support;
  - deploy support staff effectively;
  - take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues;
  - communicate effectively with parents with regard to pupils' achievements and well-being.

## **Part Two: Personal and Professional Conduct**

A teacher is expected to demonstrate consistently high standards of personal and professional conduct. The following statements define the behaviour and attitudes that set the required standard for conduct throughout a teacher's career.

- Teachers uphold public trust in the profession and maintain high standards of ethics and behaviour, within and outside school, by:
  - treating pupils with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries appropriate to a teacher's professional position;
  - having regard for the need to safeguard pupils' well-being, in accordance with statutory provisions;
  - showing tolerance of and respect for the rights of others;
  - not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs;
  - ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law.
- Teachers must have proper and professional regard for the ethos, policies and practices of the school in which they teach, and maintain high standards in their own attendance and punctuality.
- Teachers must have an understanding of, and always act within, the statutory frameworks which set out their professional duties and responsibilities.