

MODEL PAY POLICY FOR SCHOOLS

This is the recommended model pay policy offered by Wiltshire Council Schools HR Advisory Service. It has been consulted with the recognised unions (NAHT, NEU, ASCL, NASUWT, Unison, GMB and Unite) .

1. This pay policy has been agreed by the Governing Body of *Chilmark* School following consultation with staff for whom the Governing Body has direct responsibility and will apply to all such staff. A copy of this policy will be made available for reference to all staff.
2. All teachers employed at *Chilmark* are paid in accordance with the statutory provisions of the School Teachers' Pay and Conditions Document (STPCD) and stay within the legal framework of other relevant legislation that affects all employers, for example, legislation on equality, employment protection and data protection. All procedures for determining pay should be consistent with the principles of public life - objectivity, openness and accountability

Pay panel and Pay Appeal panel

3. The Governing Body delegates (in accordance with its scheme of delegation) to its pay panel or committee (normally comprising of 3 governors) the responsibility for reviewing and determining staff salaries and for making recommendations to the Governing Body for the annual budget needed for pay.
4. The Governing Body delegates to its pay appeal panel responsibility for hearing appeals from staff against pay decisions.
5. No staff governors will sit on the pay panel or appeal pay panel when pay issues are being considered. It may be necessary for parent governors to withdraw from the pay panel or appeal panel when the performance related pay is discussed of a teacher who teaches their child due to a potential conflict of interest.

Teacher appointments

6. The Governing Body (or delegated selection panel) will determine the pay range for a vacancy prior to advertising it. Upon appointment it will determine the starting salary to be offered to the successful candidate to reflect one of the reference points in the relevant pay range in this pay policy as detailed in the advert. In making such determinations, the governing body (or delegated selection panel) may take into account a range of factors, including: **(insert as applicable)**
 - **nature of post**
 - **level of qualifications, skills, and experience required**
 - **market conditions**
 - **wider school context the school**

7. The school will recognise pay portability across schools.

Pay progression based upon performance

8. In this school all teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the school's appraisal policy.

Early Career Teachers (ECTs).

9. ECTs have separate appraisal arrangements and pay decisions will be made by means of the statutory induction process.
10. To be fair and transparent, assessments of performance will be properly rooted in evidence. In this school we will ensure fairness by annual monitoring of the application of the pay policy and pay decisions via the pay panel.
11. The evidence we will use is in the school's appraisal documentation.
12. Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Governing Body or delegated pay panel having regard to the appraisal report and taking into account advice from the headteacher or senior leadership team.
13. Teachers who are appointed part way through an academic year will have objectives set to reflect the reduced period in which they can be achieved and appraised.
14. The Governing Body will ensure that appropriate funding is allocated for pay progression for all eligible teachers.
15. ***In developing your policy on linking progression pay to performance, you should consider:***
 - ***Whether the measures of performance will be absolute or relative or a combination of both***
 - ***The levels of performance that will be required for progression to be awarded***
 - ***How progression will be differentiated – so that the very highest performers can progress faster.***
16. ***The options for the different approaches that schools could take, e.g. absolute performance measures, relative performance measures or a combination of both, are provided in appendix C to this policy***

Absolute performance measures

In this school judgements of performance will be made against the extent to which teachers have met their individual objectives and the relevant standards and how they have contributed to ***(insert here any specific impacts the school may wish to take into account, e.g. impact on pupil progress; impact on wider outcomes for pupils; improvements in specific elements of practice, such as behaviour management or lesson planning; impact on effectiveness of teachers or other staff; wider contribution to the work of the school).***

The rate of progression will be differentiated according to an individual teacher's performance and will be on the basis of absolute criteria.

Minimum expectations are – That they meet all their objectives, are assessed as fully meeting the *relevant standards and all teaching is assessed as at least good with some teaching being assessed as outstanding.*

Where a teacher is judged by the headteacher as having made good progress on, but not quite achieved, a very challenging objective this may also result in a recommendation that the objectives have been achieved to meet relevant standard within the timeframe.

Teachers will be eligible for a pay increase to the next available reference point up to a maximum of the salary range

For those teachers who it is assessed exceed their objectives; are assessed as fully meeting the relevant standards; and all of their teaching is assessed as outstanding as detailed in the school's appraisal documentation, they will be awarded an additional reference point within their pay range.

17. Pay decisions will be communicated to each member of staff in writing in accordance with Pay - Part 1 – General paragraph 3.4 of the STPCD. Decisions on the pay of the Headteacher will be communicated by the chair of the governing body, in writing.
18. The reasons for all pay decisions will be clearly minuted but will remain confidential to the pay panel/committee, the headteacher and the employee. Similarly, where a pay appeal is lodged, the decision and minutes relating to the appeal will remain confidential to the appeal panel, the headteacher and the employee. Under the School Governance (Constitution) (England) Regulations 2012 or the School Governance (Federations) (England) Regulations 2012 they will be released under confidential cover to Wiltshire LA (the maintaining authority) only if the LA specifically requests this .
19. The Governing Body, or delegated to the pay panel, will review every teacher's salary with effect from 1 September and give them a written statement setting out

their salary and any other financial benefits as specified in the STPCD. Where possible teachers' salaries will be reviewed by 31 October. Head teachers' salaries will be reviewed by 31 December. Reviews may take place at other times of the year to reflect any changes in circumstances (such as absence on maternity or long-term sick leave) that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will provide information about the basis on which it was made. Where a pay determination leads or may lead to the start of a period of safeguarding, the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

Teachers pay award 1 September 2022

The percentage pay award is as follows:

	Percentage pay award
Main pay range	
Minimum point (M1)	0%
M2	0%
M3	0%
M4	0%
M5	0%
Maximum point (M6)	0%
Upper pay range	
Minimum point	0%
Maximum point	0%
Unqualified teacher pay range	
Minimum point (UQ1)	£250 consolidated
UQ2	£250 consolidated
UQ3	£250 consolidated
UQ4	0%
UQ5	0%
Maximum point (UQ6)	0%
Leading Practitioner	
Minimum point	0%
Maximum point	0%
Allowances	
TLR, SEN	0%
Leadership pay range	
Minimum point	0%
Maximum point	0%

Schools must apply the stated pay award

Appendix A details the teacher pay ranges with effect from September 2021.

The school will automatically apply the pay award for September 2021 as detailed in the STPCD 2021 and reflected in the pay rates table in this pay policy.

Leadership teacher posts (Headteacher, Deputy & Assistant headteachers)

20. The pay ranges for the headteacher, deputy headteacher(s) and assistant headteacher(s) will be determined in accordance with the criteria specified in the Section 2 – leadership group pay of the STPCD 2021

21. The Governing Body has the current pay ranges:

Headteacher pay range: **(insert the school's ISR)**

Deputy headteacher pay range: **(insert the school's range)**

Assistant headteacher pay range: **(insert the school's range)**

22. The governing body will, where they:

- a. need to make an appointment to the leadership range
- b. decide that the duties of a member of an existing leadership range have significantly changed
- c. determine that there is a requirement to maintain consistency either with pay arrangements for new appointments to the leadership group, or with pay arrangements for a member or members of the leadership group whose responsibilities significantly change

will determine the pay range in accordance with the STPCD.

23. Pay progression is subject to a review of performance taking into account performance objectives and the requirements required of a member of staff appointed on the leadership range. The governing body has discretion to move a member of staff on the leadership range by more than one reference point (to a maximum of two). Annual pay progression within the range for the post is not automatic. The governing body will consider whether to award one or two pay progression points.

Additional temporary payments for headteacher

24. The Governing Body may determine that additional payments be made to a headteacher for clearly temporary responsibilities or duties that are in addition to those for which their salary had been based upon.

25. All additional payments for the headteacher will not exceed 25% of the total of the headteachers annual salary.

Headteachers responsible and accountable for more than one school

Where the headteacher is appointed as a headteacher of more than one school the relevant body of the headteacher's original school or, where collaboration arrangements are made under the School Governance (Collaboration) (England) Regulations 2003 will oversee the fixed term arrangements.

Leading Practitioners

26. The range for a leading practitioner will enable performance related progression and the reference points are taken from the table attached at Appendix A
27. Newly appointed leading practitioners will be placed on the lowest point of the pay range for the role.

Movement to the Upper Pay Range

28. Applications and Evidence

Any qualified teacher may apply to be paid on the upper pay range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

29. Applications may be made once a year. Applications to be made to the headteacher (or detail if other senior manager) by **(insert date, 31 December 2021).**

30. All applications should include the results of appraisals including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria). Applications should contain evidence from **(insert the period of time that evidence should cover, ensuring that teachers who have had breaks in service are treated equitably).**

31. The Assessment

An application from a qualified teacher will be successful where the Governing Body is satisfied that:

- (a) the teacher is highly competent in all elements of the relevant standards; and
- (b) the teacher's achievements and contribution to the school are substantial and sustained.

32. For the purposes of this pay policy:

'highly competent' means performance which is not only good but also 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 or value to the school; play a critical role in the life of 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

'sustained' means *maintained continuously over a long period e.g. X number of school year(s)* **Recommend two successive, successful performance appraisals**

33. The application will be assessed robustly, transparently and equitably, by the Headteacher or line manager with recommendation to the pay panel to make the final determination.
34. **Processes and procedures**
The assessment will be made and the applicant will receive a response within ***insert number of days (e.g. 10/15/20 working days)*** of the application. If successful, applicants will move to the minimum of the UPR range (***insert timing of move to upper pay range (e.g. start of term/academic year)***

See appendix A for the Upper pay range reference points and rates

35. If a teacher is placed on a point higher than the minimum reference point consideration will have been given to:
 - *the nature of the post and the responsibilities it entails*
 - *the level of qualifications, skills and experience of the teacher).*
36. If unsuccessful, feedback will be provided by (***insert who will provide the feedback*** (e.g. line manager/subject leader/head teacher/ head of school), *how it will be given, what it will include and when it will be provided (e.g. within 10/15/20/X working days of decision)).*
37. Any appeal against a decision not to move the teacher to the upper pay range will be heard in line with the school's pay appeal procedure

Teaching and Learning Responsibility Payments (TLRs)

38. TLRs will be awarded to the holders of the posts indicated in the attached staffing structure, in accordance with Part 4, paragraph 20 of STPCD 2021
39. The value range of:

TLR1 : £8,291 - £14,030
TLR2 : £2,873 - £7,017
TLR3 : £571 - £2,833

40. TLRs will be introduced in ***[Insert school name here]***. from ***[insert date here]***.as set out in the attached implementation plan.

41. The values of the TLRs to be awarded are set out below:

TLR3s will be awarded to the following values for a fixed term period as detailed below:

[£] to the holder of [posts]

[£] to the holder of [posts]

42. TLR2s will be awarded to the following values:

[£] to the holder of [posts]

[£] to the holder of [posts]

TLR1s will be awarded to the following values:

[£] to the holder of [posts]

[£] to the holder of [posts]

(NB: The Schools Implementation Plan of TLRs should be attached to this policy)

43. A TLR is a payment integral to a post in the schools staffing structure and the governing body will therefore award the TLR integrated with this post to two or more people when job sharing that post.
44. When awarding TLR's to a part time teacher the amount will be paid pro rata at the same proportion as the teacher's part time contract.
45. TLR3s will be awarded for a fixed term school improvement project or for a one-off externally driven responsibility(s). A TLR3 may also be awarded for tutoring when delivering catch-up support to pupils to address disruptions in learning.
46. The governing body will not award a TLR1 or TLR2 concurrently, however a teacher in receipt of either a TLR1 or TLR2 may also hold a TLR3 concurrently.

Recruitment and Retention incentives and benefits

47. The governing body will make such payments or provide such other financial assistance, support or benefits to a teacher as it considers to be necessary as an incentive for the recruitment of new teachers and the retention in their service of existing teachers as detailed in the STPCD 2021 Part 4, paragraph 27. Details of any payments will be attached to this pay policy.

Special Educational Needs

48. The school will award Special Needs Allowances to qualified classroom teachers according to the SEN guidance detailed in Part 4, paragraph 21 of the STPCD 2021.
49. The value of SEN allowances to be paid at the school will be *(insert the spot value of SEN allowance(s) paid at the school – minimum of no less than £2,270 and no more than £4,479)*

Part-time Teachers

50. Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The governing body will give them 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 arrangements and by comparison with the school's timetabled teaching week for a full time teacher in an equivalent post. Any additional hours worked by agreement from time to time will be paid at the same rate.
51. Governing bodies are responsible for ensuring that part-time teachers have a clear statement of the sessions / hours they will be required to work.

Supply Teachers

52. Teachers who work on a day-to-day or other short notice basis shall have their pay determined in line with the statutory pay arrangements in the same way as other teachers. Supply teachers will be paid on a daily basis, calculated on the assumption that a full working year consists of 195 days (194 days for the school year beginning September 2021). The hours worked will be specified by the Headteacher or their representative (but a minimum of one hour will be payable for an appointment in any one half day session during school session time). The factor used for an hourly calculation could be Annual Salary / 1265 (1258.5 for the school year beginning September 2021).

Unqualified Teachers

53. The governing body will use the advisory points as stated in the STPCD for unqualified teachers when appointing new staff and for current unqualified teachers who are on this pay range for performance related pay as detailed in appendix A.
54. An unqualified teacher will be subject to the same appraisal policy and process as teachers with QTS

Other Payments

55. Acting up Arrangements

In the case of an acting Headteacher, Deputy Headteacher or Assistant Headteacher payment will be at the lowest point of the appropriate range if the duties of the post are to be carried out in full or where the teacher is already paid at a point on the range, at least one point higher than the teacher's substantive point.

***(Optional clause a)**

The period of time for which the post is to be covered before a payment is made is 4 weeks. A payment will then be paid retrospectively from the beginning of the period of absence. Where the leadership member is not required to fulfil the full range of duties the governing body will review the salary of the teacher within 4 weeks of the duties being assigned to the teacher.

56. Additional Payments

Service provision

Where a teacher (excluding the Headteacher) undertakes additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools the pay panel will determine how much, if any, additional payment will be made and the criteria for that will be attached to the pay policy and in line with Section 3, paragraph 65 – 68 of the STPCD 2021.

Honoraria

57. The governing body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher. There is no provision within the School Teachers' Pay and Conditions Document for the payment of honoraria. Any such award made to a teacher for their teaching work would be unlawful.

Appeals

58. The arrangements for considering pay appeals are as follows:
59. A teacher may appeal against any determination in relation to their pay or any other decision taken by the governing body (or panel/committee or individual acting with delegated authority) that affects their pay.
60. The grounds for appeal are that the person or panel/committee by whom the decision was made –
- a) incorrectly applied the school's pay policy
 - b) incorrectly applied any provision of the STPCD Document;
 - c) failed to have proper regard for statutory guidance;
 - d) failed to take proper account of relevant evidence;
 - e) took account of irrelevant or inaccurate evidence;
 - f) was biased; or
 - g) unlawfully discriminated against the teacher.
61. Appendix B details the order of pay and pay appeal proceedings.

Support Staff

62. In accordance with the Education Act 2002 and associated statutory Guidance, and to ensure equal pay for work of equal value, the Governing Body will consult the LA about the appropriate pay grade for all new or changed support posts, and apply the evaluated pay grade for the job content based upon an evaluation using is the Greater London Provincial Council (GLPC) Job Evaluation Scheme for support staff to ensure equal pay for equal value.
63. The pay rates are based upon the pay range determined within the National Joint Council for Local Government Services
64. If the school wishes to provide an apprentice post this will be done in accordance with the school's apprentice scheme policy and procedure.

Appendix A

Unqualified teacher range rates (£250 consolidated award automatically applied to points below £24,000)

Unqualified teacher	Annual Salary September 2021
Statutory Minimum point (UQ 1)	£18,419
*Reference point (UQ 2)	£20,532
*Reference point (UQ 3)	£22,644
*Reference point (UQ 4)	£24,507
*Reference point (UQ 5)	£26,622
Statutory Maximum point (UQ 6)	£28,735

Classroom Teachers (no pay award applied for 2021)

Classroom Teacher	Annual Salary September 2021	
Statutory Minimum point (M1)	M1	£25,714
Reference point	M2	£27,600
Reference point	M3	£29,664
Reference point	M4	£31,778
Reference point	M5	£34,100
Reference point	M6	£36,961
Statutory Maximum point		

Upper pay range rates (no pay award applied for 2021)

Upper Pay Range	Annual Salary September 2021
Reference point (U1)	£38,690
Reference point (U2)	£40,124
Reference point (U3)	£41,604

Leading Practitioner (no pay award applied for 2021)

Leading Practitioner	Annual Salary September 2021
Statutory Minimum point (LP1)	£42,402
Statutory Maximum point (LP18)	£64,461

Note: the minimum of the Leading Practitioners Pay Range equates to the minimum of the Leadership Group Range and the maximum equates to Leadership Group Range point L18.
Schools wishing to use pay points within the Leading Practitioners Range should use values equal to L1 to L18

Headteacher, Deputy and Assistant Leadership range (no pay award applied for 2021)

Leadership	Annual Salary September 2021
Statutory Minimum point (L1)	£42,195
Reference point (L2)	£43,251
Reference point (L3)	£44,331
Reference point (L4)	£45,434
Reference point (L5)	£46,566
Reference point (L6)	£47,735
Reference point (L7)	£49,019
Reference point (L8)	£50,151
Reference point (L9)	£51,402
Reference point (L10)	£52,723
Reference point (L11)	£54,091

Reference point (L12)	£55,338
Reference point (L13)	£56,721
Reference point (L14)	£58,135
Reference point (L15)	£59,581
Reference point (L16)	£61,166
Reference point (L17)	£62,570
Reference point (L18) **	£63,508
Reference point (L18)	£64,143
Reference point (L19)	£65,735
Reference point (L20)	£67,364
Reference point (L21) **	£68,347
Reference point (L21)	£69,031
Reference point (L22)	£70,745
Reference point (L23)	£72,497
Reference point (L24) **	£73,559
Reference point (L24)	£74,295
Reference point (L25)	£76,141
Reference point (L26)	£78,025
Reference point (L27) **	£79,167
Reference point (L27)	£79,958
Reference point (L28)	£81,942
Reference point (L29)	£83,971
Reference point (L30)	£86,061
Reference point (L31) **	£87,313
Reference point (L31)	£88,187
Reference point (L32)	£90,379
Reference point (L33)	£92,624
Reference point (L34)	£94,914
Reference point (L35) **	£96,310
Reference point (L35)	£97,273
Reference point (L36)	£99,681
Reference point (L37)	£102,159
Reference point (L38)	£104,687
Reference point (L39) **	£106,176

Reference point (L39)	£107,239
Reference point (L40)	£109,914
Reference point (L41)	£112,660
Reference point (L42)	£115,483
Statutory Maximum point (L43)	£117,197

** Salary amounts for your headteacher pay range may vary from the above depending upon where your headteacher pay range fell within the group size for your school when the 2015/2016 pay award gave a 0% increase for those points on the maximum of the group size. Points 18**, 21**, 24**, 27**, 31**, 35**, 39** on the pay range are the salary figures for head teachers at, or moving to, the top of the school group ranges only.

* These points and point 43 are the maximum salaries for the eight head teacher group ranges

Add in support staff pay rates here

Appendix B

The order of the pay and Pay Appeal proceedings is as follows:

Stage one – informal discussion with the appraiser / headteacher prior to confirmation of pay recommendation

1. The teacher is made aware of the pay recommendation being given by the headteacher to the pay panel. If the teacher is dissatisfied with the pay recommendation they can discuss this with the headteacher prior to the recommendation going to the pay panel

Stage two – a formal representation to the governors pay panel making the pay determination

2. The pay recommendation is submitted to the pay panel. Where a teacher believes an incorrect recommendation is being made to the pay panel they have the right to make representation and be accompanied by a colleague or union representative or submit a written case.
3. After the pay panel meeting the teacher receives written confirmation of the pay decision and where applicable the basis on which the decision was made.

Stage three – a formal appeal hearing with an appeals panel of governors

4. If the teacher is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher within ten working days of the decision. (In the case of the Headteacher, the matter should be referred to the chair of the pay panel.)
5. Where this is not possible or where the teacher continues to be dissatisfied, he/she may follow a formal appeal process.
6. The teacher should set down in writing the grounds for questioning the pay decision and send it to the Headteacher within ten working days of the notification of the decision being appealed against or of the outcome of the discussion
7. An appeal panel should be arranged within ten working days of receipt of the written appeal. This appeal panel will consist of three governors who were not involved in the original pay panel. The teacher is able to attend and make representations and be accompanied by a colleague or union representative. The headteacher will present to the appeal panel. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision. The decision is final as set out in section 3, paragraph 7 of the STPCD 2021 and there is no recourse to the school grievance procedure.

Appendix C

Approaches to pay progression

Decisions regarding pay progression will be made with reference to the teachers' appraisal reports and the pay recommendations they contain. It is an expectation of the appraisal process that regular, constructive feedback is given and any areas of concern are raised in a timely way.

Option

1 This is the option recommended by Wiltshire Local Authority

Absolute performance measures

In this school judgements of performance will be made against the extent to which teachers have met their individual objectives and the relevant standards and how they have contributed to ***(insert here any specific impacts the school may wish to take into account, e.g. impact on pupil progress; impact on wider outcomes for pupils; improvements in specific elements of practice, such as behaviour management or lesson planning; impact on effectiveness of teachers or other staff; wider contribution to the work of the school).***

The rate of progression will be differentiated according to an individual teacher's performance and will be on the basis of absolute criteria.

Minimum expectations are – That they meet all their objectives, are assessed as fully meeting the *relevant standards and all teaching is assessed as at least good with some teaching being assessed as outstanding.*

Where a teacher is judged by the headteacher as having made good progress on, but not quite achieved, a very challenging objective this may also result in a recommendation that the objectives have been achieved to meet relevant standard within the timeframe.

Teachers will be eligible for a pay increase to the next available reference point up to a maximum of the salary range

For those teachers who it is assessed exceed their objectives; are assessed as fully meeting the relevant standards; and all of their teaching is assessed as outstanding as detailed in the school's appraisal documentation, they will be awarded an additional reference point within their pay range.

Option 2

Relative performance measures

In this school judgements of performance will be made against the extent to which teachers have met their individual objectives and the relevant standards and how they have contributed to ***(insert here any specific impacts the school may wish***

to take into account, e.g. impact on pupil progress; impact on wider outcomes for pupils; improvements in specific elements of practice, such as behaviour management or lesson planning; impact on effectiveness of teachers or other staff; wider contribution to the work of the school).

The rate of progression will be differentiated according to an individual teacher's performance and will be on the basis of relative criteria

A monetary award will be given to those teachers who are judged as being within the top 20% / 15% / or some other percentage of teachers within this school.

Teachers will be eligible for a pay increase to the next available reference point up to a maximum of the pay range.

In addition for those teachers who it is assessed sit in the top 10% / 5% / or some other percentage of teachers within this school (as detailed in the appraisal documentation) will be paid an additional reference point within their pay range.

Option 3

Combination of absolute and relative performance measures

In this school judgements of performance will be made against the extent to which teachers have met their individual objectives and the relevant standards and how they have contributed to ***(insert here any specific impacts the school may wish to take into account, e.g. impact on pupil progress; impact on wider outcomes for pupils; improvements in specific elements of practice, such as behaviour management or lesson planning; impact on effectiveness of teachers or other staff; wider contribution to the work of the school).***

The rate of progression will be differentiated according to an individual teacher's performance and will be on the basis of a combination of absolute and relative criteria

Minimum absolute performance expectations are – that they meet all their objectives; are assessed as fully meeting the relevant standards; and all teaching is assessed as at least good, with some teaching being assessed as outstanding.

And:

the relative performance indicator is the teacher is judged as being within the top 20% / 15% / or some other percentage of teachers within this school.

Teachers who meet all the absolute performance measures will be eligible for a pay increase to the next available reference point up to a maximum of their pay range.

For those teachers who it is assessed exceed their objectives; are assessed as fully meeting the relevant standards; and all of their teaching is assessed as outstanding as detailed in the schools appraisal documentation, they may be awarded a further reference point within their pay range.

Teachers will also be eligible for an additional pay increase to the next available reference point up to a maximum of their pay range where they are assessed to be in the top 10% / 5% / or some other percentage of teachers within this school.

Appendix D – current staffing structure and salary values

Appendix E – Detail of award for TLR Payments

APPENDIX TO PAY POLICY

Application of Leadership Group Pay Progression Criteria – Clarification

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

To achieve progression, the School Teachers' Pay and Conditions Document (STPCD) requires individuals on the leadership pay range to have demonstrated sustained high quality performance. To be fair and transparent, judgements must be properly rooted in evidence and there must have been a successful review of overall performance.

A successful performance review, as prescribed by the performance management regulations, will involve a performance management process of:

- performance objectives;
- classroom observation (where relevant);
- other evidence.

To ensure that there has been high quality performance, the performance review will need to assess that the teacher has grown professionally by developing their leadership and, where relevant, teaching expertise.