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**David Miliband MP**  
**Minister of State for School Standards**

Dear Colleague,

At the start of a new school year, I am writing to congratulate you on the hard work and determination you have shown in implementing Phase 1 and preparing for Phase 2 of the National Agreement on Workforce Reform. However, there is still work to be done to achieve the dual aims of the Agreement - significantly improving both standards of teaching and learning and the work / life balance of teachers. The Government continues to work closely with all partners to the Agreement to help you achieve this.

Successful implementation of Phase 3 of the contractual changes will be critical to achieving this vision. By allocating every teacher in every school a guaranteed minimum of 10% guaranteed planning, preparation and assessment (PPA) time by September 2005, we hope to allow teachers to have time to plan and prepare high quality lessons which meet the needs of every pupil. Giving them the opportunity within the school timetable to work with other teachers and support staff to devise and develop increasingly personalised teaching and learning strategies should contribute significantly to tackling teacher workloads and raising the standards of achievement of all our pupils.

Although this contractual change will take effect in every school from September 2005, it is essential for schools to consider and prepare for this phase of change well in advance of the statutory date given. This will allow schools time to ensure arrangements are in place by the due date and are factored into the school budgeting process.

The members of the Workforce Agreement Monitoring Group (WAMG) have produced this pack in order to help you to implement Phase 3 of the National Agreement, within your school. The pack includes information on a variety of different approaches so each school can choose a range of sustainable solutions to fit their own context when implementing the contractual change.

Whatever your approach, it is essential that every school has regard for the other contractual changes for Phase 1 and 2 set out in the School Teachers' Pay and Conditions Document (STPCD), so as to ensure that any strategy or mix of strategies implemented is sustainable and will contribute considerably to raising standards in the longer term.

Your LEA Remodelling Adviser has been trained to provide you with further support and guidance should you require any additional help in preparing for these changes. I look forward to working with you in the year ahead.

Yours,

David Miliband

