

Pay Policy and Pay Appraisal Policy

2022

Pay Policy - 2022

1. Legal framework

- 1.1. This policy sets out the framework for making decisions on the pay of all staff who work at the School.
- 1.2. In respect of teachers, this policy has been developed to comply with current legislation and should be read in conjunction with the School Teachers' Pay and Conditions Document (STPCD) as amended and updated from time to time.
- 1.3. In respect of staff who are not teachers, this policy has been developed to comply with current legislation and should be read in conjunction with the National Joint Council for Local Government Services Pay and Conditions (Green Book) as amended and updated from time to time.
- 1.4. A copy of this policy will be sent to all staff and a copy of all relevant documents on pay and conditions will be made available to all staff by the School.
- 1.5. In adopting this pay policy, the aim is to:
 - 1.5.1. assure the quality of work across the School, including teaching and learning and its impact on student outcomes;
 - 1.5.2. support recruitment and retention and reward staff appropriately; and
 - 1.5.3. ensure accountability, transparency, objectivity and equality of opportunity.
- 1.6. Pay decisions are made by the School which may be delegated to Head Teachers and Governors.
- 1.7. In respect of teachers, this policy operates in conjunction with the Pay Appraisal Policy (Appendix 2).

2. Definitions

- 2.1. For the purpose of this policy:-
 - 2.1.1. "*highly competent*" means an individual whose performance is not only good, but is also good enough to provide coaching and mentoring to other staff. An individual who is highly competent will be able to give advice to other staff, demonstrate effective work in their role and know how to make a wider contribution to the work of the School;
 - 2.1.2. "*substantial contribution*" means an individual who plays a critical role in the life of the School and continuously offers significant value. An individual who makes a substantial contribution (and in respect of teachers, to raising pupil standards, taking advantage of opportunities for professional development and using the outcomes of such to effectively improve pupils' learning); and
 - 2.1.3. "*sustained*" means maintained continuously over two academic years or more.

3. Roles and responsibilities

3.1. The School is responsible for:

- 3.1.1. making any pay decisions at the School;
- 3.1.2. in respect of teachers, reviewing each teacher's salary annually with effect from 1 September (and following publication of an updated STPCD by the Department for Education);
- 3.1.3. ensuring arrangements are in place for notifying staff of any pay decision, including any allowances they may be eligible for;
- 3.1.4. ensuring that sufficient funds are available in order to support pay decisions;
- 3.1.5. determining the extent to which specific functions relating to pay determination and the appeals process will be delegated to others, such as Head Teachers or Governors; and
- 3.1.6. monitoring the outcomes of this policy and reviewing any changes as necessary.

3.2. The Headteacher is responsible for:

- 3.2.1. developing clear arrangements for linking teachers' performance to pay progression, in accordance with the Pay Appraisal Policy (Appendix 2);
- 3.2.2. ensuring that effective appraisal systems are in place for all staff, and that members of staff have the knowledge and skills necessary to apply these procedures fairly;
- 3.2.3. submitting any pay recommendations for all staff members (except themselves) to Governors for approval;
- 3.2.4. ensuring that the School (or those with delegated authority) have sufficient evidence upon which to make decisions regarding pay;
- 3.2.5. in respect of teachers, keeping them well-informed of any decisions made regarding performance related pay progression, as well as ensuring that written records are held; and
- 3.2.6. maintaining records or decisions and recommendations made, and evidencing that all decisions have been made fairly and reasonably.

3.3. All staff at the School are responsible for:

- 3.3.1. engaging with their appraisal which includes working alongside their appraiser to ensure that there is a suitable amount of evidence available in order for an annual pay review determination to be made;
- 3.3.2. keeping records of their objectives and reviewing them throughout the appraisal process;
- 3.3.3. ensuring that they share any evidence for their appraisal that they consider relevant with their appraiser;

3.3.4. appraising the performance of other staff, if delegated to do so by the Headteacher; and

3.3.5. in respect of teachers, deciding whether they wish to apply for progression to the upper pay range.

4. Headteacher and leadership pay scale

4.1. Teachers within the leadership group, including Headteachers, Deputy/Assistant Headteachers and members of the Senior Leadership Team ("SLT"), will be paid within the following range (based on schools in England, which are outside of the London or London fringe geographic areas):

4.1.1. Minimum salary - £44,305 at scale 1;

4.1.2. Maximum salary - £123,057 at scale 43.

Scale	Leadership Pay Scale England exc London	Scale	Leadership Pay Scale England exc London
1	£44,305	23	£76,122
2	£45,414	24	£78,010
3	£46,548	25	£79,949
4	£47,706	26	£81,927
5	£48,895	27	£83,956
6	£50,122	28	£86,040
7	£51,470	29	£88,170
8	£52,659	30	£90,365
9	£53,973	31	£92,597
10	£55,360	32	£94,898
11	£56,796	33	£97,256
12	£58,105	34	£99,660
13	£59,558	35	£102,137
14	£61,042	36	£104,666
15	£62,561	37	£107,267
16	£64,225	38	£109,922
17	£65,699	39	£112,601
18	£67,351	40	£115,410
19	£69,022	41	£118,293
20	£70,733	42	£121,258
21	£72,483	43	£123,057
22	£74,283		

4.2. In accordance with part 2, section 5 of the STPCD, the headteacher's pay range will be calculated by using the number of pupils at their school (the total unit score) to determine the appropriate headteacher group (being between Group 1 to Group 8). This is available upon request.

- 4.2.1. Group 1 - £50,122 – £66,684
 - 4.2.2. Group 2 - £52,659 - £71,765
 - 4.2.3. Group 3 - £56,796 - £77,237
 - 4.2.4. Group 4 - £61,042 - £83,126
 - 4.2.5. Group 5 - £67,351 – £91,678
 - 4.2.6. Group 6 - £69,333 - £101,126
 - 4.2.7. Group 7 - £78,010 - £111,485
 - 4.2.8. Group 8 - £86,040 - £123,057
- 4.3. When determining where within the pay scale the Headteacher will be placed, Governors will consider the responsibilities of the role and any challenges specific to the role, as well as any other relevant considerations. The Headteacher’s pay range may exceed the maximum stated in paragraph 4.2 above, where it is determined that circumstances specific to the role or candidate warrant a higher than normal payment, up to a maximum of 25% above the maximum range applicable for the relevant group for the School.
- 4.4. In the case of a newly appointed Headteacher, Governors may consider whether the requirements of the post, and the extent to which the preferred candidate meets these requirements, mean that it would be appropriate for the individual to begin their post above the minimum range for the Headteacher group.
- 4.5. Upon selecting a pay range, Governors will ensure that there is enough room for performance-related pay progression over time.

5. Classroom teacher pay scale

- 5.1. The School will determine the pay range for a vacancy prior to advertising it, having regard to the following:
- 5.1.1. the requirements of the role;
 - 5.1.2. any specialist experience required for the role;
 - 5.1.3. the experience required to undertake the specific duties of the role;
 - 5.1.4. the wider school context.
- 5.2. The School will determine the starting salary within the pay range below to be offered to the successful candidate.

Classroom teacher pay scale	
Group	(£)
Main pay range	
M1 (min)	£28,000

M2	£29,800
M3	£31,750
M4	£33,850
M5	£35,990
M6 (max)	£38,810
Upper pay range	
U1 (min)	£40,625
U2	£42,131
U3 (max)	£43,685

- 5.3. The School will not restrict the pay range advertised, or pay progression available, other than the minimum of the main pay scale and the maximum of the upper pay range.
- 5.4. When making pay determinations for new appointees, the School may award pay scale points to determine the starting salary of the teacher, as follows:
- 5.4.1. One point for every one year of service as a qualified teacher in a maintained school, Academy or independent school.
- 5.4.2. One point for every one year of service as a qualified teacher in HE or FE, including sixth form colleges.
- 5.4.3. One point for every three years of non-teaching experience spent working in a relevant area, including time spent working in an occupation relevant to a classroom teacher's role in a school and experience with children and young people.
- 5.4.4. One point for every three years of other remunerated or unremunerated experience, including caring for children during a career break.
- 5.5. The School may pay a teacher on the upper pay range if:
- 5.5.1. The teacher is employed in the school as a 'post-threshold teacher', defined as such in accordance with the definition outlined in the STPCD's 'Annex 2' (p.56 of STPCD).
- 5.5.2. The teacher applied to be paid on the upper pay range in accordance with the terms of this policy and their application was successful.
- 5.5.3. The teacher was employed as a member of the leadership group in the school on or after September 2000, and has secured the position for one year or more.
- NB. The above criteria are only applicable without any break in the teacher's continuity of employment with the School.
- 5.6. The School may pay a teacher on the upper range if:

- 5.6.1. The teacher is defined as a post-threshold teacher, but was not employed as such at the school, or was employed as such before a break in the continuity of their employment with the School.
- 5.6.2. The teacher applied to another educational setting to be paid on the upper pay range and their application was successful.
- 5.6.3. The teacher has formerly been paid on the pay range for leading practitioners as outlined in this policy.

6. Leading practitioner pay scale

- 6.1. The School may appoint a teacher as a leading practitioner if it is deemed that the primary purpose of the teacher's role is to model and lead the improvement of teaching skills.
- 6.2. The School has established the following 18 point pay scale range for leading practitioner posts.

Leading practitioner pay scale	
Group	(£)
1 (min)	£44,523
2	£45,639
3	£46,778
4	£47,941
5	£49,136
6	£50,368
7	£51,725
8	£52,917
9	£54,239
10	£55,634
11	£57,075
12	£58,391
13	£59,850
14	£61,343
15	£62,869
16	£64,541
17	£66,022
18 (max)	£67,685

- 6.3. The School will consider the weight of the responsibilities of the post when determining the pay scale for a leading practitioner.
- 6.4. All newly appointed leading practitioners will be subject to the minimum of the pay range.

- 6.5. The School will ensure that there is enough room for pay progression in relation to performance over time for any individual entitled to the leading practitioner pay range.

7. Unqualified teacher pay scale

- 7.1. Where a staff member is a graduate teacher or is on the employment-based teacher training scheme, the School will determine whether the teacher is to be paid and be eligible for allowances as a qualified teacher or unqualified teacher.
- 7.2. The School has established the following six point pay scale for unqualified teacher posts:

Unqualified teacher pay scale	
Group	(£)
1 (min)	£19,340
2	£21,559
3	£23,777
4	£25,733
5	£27,954
6 (max)	£30,172

- 7.3. A member of staff on the unqualified teacher pay scale will be notified of their position on the pay range and any allowances they may be eligible for.
- 7.4. The School may determine that an additional allowance is appropriate for unqualified teachers, where the individual has:
- 7.4.1. taken on a sustained additional responsibility which is focussed on teaching and learning, and requires the use of the teacher's professional skills and/or judgement;
 - 7.4.2. qualifications or experience which adds significant value to the role being undertaken.
- 7.5. An individual who works as an unqualified teacher, gains QTS and continues to work as a qualified teacher at the school will be transferred to a salary within the main pay range once they have obtained QTS.
- 7.6. The School will pay the qualified teacher a lump sum which is the difference (if any) between the remuneration the teacher was paid as an unqualified teacher and the salary (not including any allowances) the teacher would have been paid as a qualified teacher, from the date QTS was obtained to the date the lump sum is paid.

- 7.7. The qualified teacher will also be entitled to any allowance payable under paragraph 7.4 of this policy that the School deems appropriate in its sole discretion.

8. Part-time and short-notice teachers

- 8.1. The salary and any allowances (except TLR 3 payments) of part time teachers (i.e. those who work for less than a full working week) will be determined in accordance with the pro rata principle. This means that the proportion of total remuneration corresponds to the number of hours that the teacher is employed in that capacity during the school's timetabled teaching week. Any additional hours worked by agreement from time to time will be paid at the same rate.

9. Support Staff

- 9.1. Salary grades will be based on the applicable job evaluation study in place, and will consist of a number of pay points within each pay band.
- 9.2. It is usual practice for a new employee to commence at the bottom point of the grade, moving incrementally each year, until the top of the grade is reached. Increments normally occur automatically each April, together with any annual inflationary award, where agreed. A new employee has to have been in employment for at least six months before an increment occurs.
- 9.3. Once the top of the grade is reached, automatic progression ceases up the incremental points in any pay scale.
- 9.4. Other payments may be made, at the discretion of the School. For example, support staff who undertake extra duties outside of their designated working hours may be entitled to an additional payment at the appropriate hourly or agreed rate, provided this has been approved in advance and in writing by the Headteacher or delegated representative before any additional work is undertaken.

10. Pay reviews

- 10.1. The School will review each teacher's salary on an annual basis, with effect from 1 September, each academic year (following publication of the STPCD by the DfE).
- 10.2. The School will review school support staff (who are not teachers) on an annual basis, on or around April each academic year (following any update to the National Joint Council for Local Government Services Pay and Conditions - Green Book).
- 10.3. The School will conduct pay reviews at other times during the academic year to reflect any changes in circumstances or job description which, in turn, reflect the pay entitlement of any staff member.
- 10.4. In respect of teachers:-
- 10.4.1. The School may conduct a pay review when a teacher joins the School or moves to the upper pay range.
- 10.4.2. All individual pay progression decisions will account for any uplift applied within the STPCD.
- 10.4.3. Any recommendations in pay will be made in writing as part of teachers' annual appraisals.

10.4.4. The School will provide each teacher with a written statement no later than one month after any review, outlining:

- any payments and financial benefits awarded to the teacher, as well as the period for which they are awarded;
- any safeguarding financial entitlements;
- the nature of any fixed-term contract;
- in the case of a leadership group or leading practitioner teacher, the basis and criteria on which remuneration has been determined;
- the criteria for a pay review to be undertaken;
- information on where this policy is located; and
- the appeals procedure in relation to pay appeal.

10.5. Where a pay determination leads to, or may lead to, the start of a period of safeguarding, the School will give the required notification as soon as possible, and no later than one month after the date of a pay determination.

11. Teacher pay progression based on performance

11.1. The School will consider annually whether to increase the salary of teachers who have completed a year of employment since their previous annual pay determination.

11.2. All pay determinations for the Headteacher (including Deputy and Assistant Headteachers), classroom teachers, leading practitioners and unqualified teachers, will be determined in accordance with the pay scales outlined in sections 4, 5, 6 and 7 of this policy respectively.

11.3. Pay progression decisions will be made each year and will be clearly attributed to staff members' performance. Decisions regarding pay progression will be made in accordance with appraisal reports and the recommendations that they contain, as outlined in the Pay Appraisal Policy (Appendix 2). To be fair and transparent, assessments of performance will be properly rooted in evidence. Fairness will be assured by annual monitoring of the application of the pay policy and pay decisions. The evidence used to determine pay progression will be only that available through the appraisal process and not through the misuse of pupil voice, parental opinion and other sources.

11.4. All staff members with continued good performance should have an expectation of pay progression.

11.5. Final decisions regarding pay recommendations as a result of the teacher appraisal process will be made by the School, taking into account the appraisal report and evidence presented. The rate of progression will be subject to an individual teacher's performance. Judgements will be made regarding the extent to which teachers have met their individual objectives and the relevant standards, as well as their impact on the following aspects:

11.5.1. pupil progress;

11.5.2. wider outcomes for pupils;

- 11.5.3. improvements in individually identified elements of practice, e.g. behaviour management and lesson planning;
 - 11.5.4. impact on the effectiveness of teachers and other members of staff;
 - 11.5.5. wider contribution to the work of the School.
- 11.6. NQTs are not automatically entitled to pay progression following successful completion of their induction period.
 - 11.7. For any teacher due to go on maternity leave, the School will so far as practicable seek to ensure that appraisals are conducted before maternity leave.
 - 11.8. The School will make reasonable adjustments to the appraisal process as it sees fit for any teachers who are absent due to disability.
 - 11.9. The School will decide on an annual basis whether to increase the salary of any leadership teachers, including the Headteacher and Deputy/Assistant Headteachers.

12. Application from a teacher to be paid on the upper pay range

- 12.1. All qualified teachers are entitled to apply to be paid on the upper pay range.
- 12.2. Teachers can apply to be paid on the upper pay range whilst on any spinal point within the main pay range.
- 12.3. Applications for the upper pay range will only be made once a year using the Upper Pay Range Application Form, available upon request. This form will be submitted to the teacher's appraiser at their performance appraisal meeting.
- 12.4. To move a teacher to the upper pay range, the School will need to be satisfied that both of the following criteria have been met, in accordance with the STPCD:
 - 12.4.1. the teacher is highly competent in all elements of the relevant standard; and
 - 12.4.2. the teacher's achievements and contributions to the School are substantial and sustained.
- 12.5. The School will be satisfied that the teacher has met the expectations for progression to the upper pay range if the Upper Pay Range Progression Criteria (see Appendix 1 below) has been met successfully during two consecutive performance appraisals.
- 12.6. The appraiser of the teacher, in conjunction with the Headteacher, will make the initial decision as to whether the individual's application is successful. However, Governors will ultimately make the final determination as to whether the individual's application is successful.
- 12.7. Teachers will receive written notification of whether their application has been successful or not as soon as practicable after determination and usually no later than one month after the initial application.
- 12.8. Any appeal against a decision not to move the teacher to the Upper Pay Range will be heard under the School's general appeals arrangements.

13. Teacher TLR Payments

- 13.1. The School will consider awarding qualified classroom teachers with a TLR payment if they undertake sustained additional responsibility for ensuring high-quality teaching and learning.
- 13.2. The School has established the following four point pay scale ranges for TLR1, TLR2 and TLR3 payments.

TLR pay scale	
Group	Payment (£)
TLR1	
1 (min)	£8,706
2	£10,021
3	£11,898
4 (max)	£14,732
TLR2	
1 (min)	£3,017
2	£4,176
3	£5,532
4 (max)	£7,368
TLR3	
1 (min)	£600
2	£1,267
3	£2,039
4 (max)	£2,975

- 13.3. The School will consider awarding a fixed-term TLR3 payment to a qualified classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities.
- 13.4. The School will establish the time frame of any fixed-term payment before the payment is made. The payment will be provided monthly for the duration of the specified fixed term.
- 13.5. Teachers are unable to hold a TLR1 payment and a TLR2 payment at the same time; however, they can hold a TLR3 payment with either a TLR1 or TLR2 payment.
- 13.6. To be awarded a TLR3 payment, the School will be satisfied that the teacher's additional responsibilities are not required of all other classroom teachers and that they:
- 13.6.1. are focussed on teaching and learning;
 - 13.6.2. require the use of the teacher's professional skills and judgement;

- 13.6.3. require the teacher to lead and manage pupil development across the curriculum;
 - 13.6.4. have an impact on the educational progress of pupils other than those who are in the teacher's assigned classes.
- 13.7. To be awarded a TLR1 or TLR2 payment, the School will be satisfied that the teacher meets all the criteria outlined in 13.6, as well as responsibilities which:
- 13.7.1. require the teacher to lead, manage and develop a subject or curriculum area; and
 - 13.7.2. involve leading, developing and improving the teaching practice of other teachers.
- 13.8. Before awarding a TLR1 payment, the School will also be satisfied that the teacher's additional responsibility includes acting as a line manager for a significant number of staff.

14. Teacher Acting allowances

- 14.1. The School will decide whether to award allowances to any teacher who is required to act as Headteacher or Deputy/Assistant Headteacher for a period more than four weeks.
- 14.2. If the teacher is to be awarded an acting allowance, the payment will be backdated to the day on which they assumed the additional responsibilities.
- 14.3. The teacher will receive an acting allowance which is equal to that of the individual who usually undertakes that role.

15. Other payments

- 15.1. The School may make additional payments to all teachers (including the head teacher) who agree to undertake additional activities such as Continuing professional development (CPD) outside directed time; initial teacher training (ITT) activities; and out-of-school learning activities. Additional payments will be calculated at a daily or hourly rate with reference to each teacher's actual pay spine position or, where appropriate and following consideration by the School, at a higher level reflecting the responsibility and size of commitment.
- 15.2. The School recognises that such activities are entirely voluntary and that some teachers' commitments will make it difficult for them to undertake such activities. Where teachers cannot attend CPD organised outside the normal school day, the School will endeavour to offer suitable alternative training arrangements within directed time in line with its commitment to equal opportunities.

16. Safeguarding of teacher pay

- 16.1. The School will operate salary safeguarding arrangements in line with the provisions of the STPCD as amended and updated from time to time.

17. Appeals

- 17.1. Grievances regarding pay matters will be dealt with in accordance with the School's appeals procedure.

- 17.2. The School strives to resolve all potential pay appeal issues informally where practicable.
- 17.3. All staff have the right to raise formal appeals against pay determinations if they feel a pay determination has been unfairly made.
- 17.4. Staff who are dissatisfied with their pay recommendation will first have an informal meeting with their appraiser or Headteacher to discuss the reasons for their dissatisfaction.
- 17.5. If the staff member believes the pay determination to be incorrect following their informal meeting, they may make a representation to the School (or delegated pay committee) by submitting a formal written statement.
- 17.6. The staff member will be given the opportunity to make representations, provide evidence, ask questions and bring witnesses forward during their meeting with the School (or delegated pay committee).
- 17.7. The School (or delegated pay committee) will make a final decision and will notify the staff member in writing of the final pay determination.
- 17.8. If the staff member does not agree with the final pay determination, they may appeal the decision to the appeals panel made up of Governors.
- 17.9. The staff member and their appraiser or the Headteacher will have the opportunity to present evidence and witnesses, and question each other regarding the determination.
- 17.10. The appeals panel will notify the staff member in writing of the appeals decision and the reasons for this decision. This decision is final and the staff member will not be able to question the determination any further.

18. Monitoring and review

- 18.1. The School will review this policy on an annual basis, ensuring that all processes and values are up-to-date and guarantee the equality of staff in all instances.
- 18.2. Any changes made to this policy will be communicated to all members of staff.

Appendix 1 - Upper Pay Range Progression Criteria

To progress to the upper pay range, the teacher should be able to demonstrate all of the following criteria in their work.

Professional attributes
The teacher will: <ul style="list-style-type: none">● Contribute significantly to implementing School policies and processes, where appropriate.● Promote collective responsibility for policy implementation.
Professional knowledge and understanding
The teacher will: <ul style="list-style-type: none">● Have an extensive knowledge and understanding of how to use and adapt a range of teaching, learning and behaviour management strategies.● Have a clear understanding of how to personalise learning to provide opportunities for pupils and maximise their learning potential.● Have an extensive knowledge of the assessment arrangements and requirements for the curriculum areas, including those related to public examinations and qualifications.● Have an up-to-date knowledge and understanding of the different types of qualifications and specifications, and their suitability for meeting pupils' needs.● Have a well-developed knowledge of their curriculum, subject areas and related pedagogy, including how learning progresses within them.● Have sufficient depth of knowledge and experience to be able to give advice on the development and wellbeing of children and young people.
Professional skills
The teacher will: <ul style="list-style-type: none">● Be flexible, creative and adept at designing learning sequences within lessons that are effective and consistently well-matched to learning objectives and the needs of pupils.● Integrate recent developments, including those relating to subject and curriculum knowledge, into their learning sequences.● Have teaching skills which lead to pupils achieving well in relation to their prior attainment, making progress that is as good as, or better than, similar learners' nationally.● Promote collaboration and work effectively as a team member.● Contribute to the professional development of colleagues through coaching and mentoring, demonstrating effective practice, and providing advice and feedback.

Appendix 2 - Pay Appraisal Policy

1. Introduction

- 1.1. The School is committed to ensuring that all staff have a positive experience of performance review and appraisal.

2. Legal framework

- 2.1. This policy sets out the framework for a clear and consistent assessment of the overall performance of staff within the School (including the Headteacher, teachers and support staff) and for supporting their development within the context of the plan for improving educational provision and performance, and the standards expected of employees.
- 2.2. It also sets out the arrangements that will apply when employees fall below the levels of competence that are expected of them.
- 2.3. The policy is in two separate sections.
 - 2.3.1. **Part A** of the policy, which covers teacher appraisal, applies to the Headteacher and to all teachers employed by the School, except those on contracts of less than one term, those undergoing induction (i.e. NQTs).
 - 2.3.2. **Part B** of the policy, which covers appraisals for non-teaching staff (known often as support staff) which applies to all non-teachers employed by the School, except those on contracts of less than 12 months.

3. Part A – Teacher Appraisal

- 3.1. Appraisal in the School will be a supportive and developmental process designed to ensure that all teachers have the skills and support they need to carry out their role effectively. It will help to ensure that teachers are able to continue to improve their professional practice and to develop as teachers.
- 3.2. The Appraisal Period
 - 3.2.1. The appraisal period will run for twelve months from 1 September to 31 August each year.
 - 3.2.2. Teachers who are employed on a fixed term contract of less than one year will have their performance managed in accordance with the principles underpinning this policy. The length of the period will be determined by the duration of their contract.
- 3.3. Appointing appraisers
 - 3.3.1. The Headteachers will be appraised by the Governors.
 - 3.3.2. The Headteacher will decide who will appraise other employees.
- 3.4. Setting Objectives
 - 3.4.1. The Headteacher's objectives will be agreed by Governors.

- 3.4.2. Teachers will be informed of the standards against which their performance in the set appraisal period will be addressed. The standards used in relation to appraisal are the 'Teachers' Standards' as amended and updated from time to time. The Headteacher may also use any other set of teaching standards published by the government, which are applicable to the performance of that teacher.
 - 3.4.3. Objectives will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set will be specific, measurable, achievable, realistic and time-bound, and will be appropriate to their role and level of experience. The appraiser will seek to agree the objectives with the individual employee but, if that is not possible, the appraiser will determine the objectives. Objectives may be revised if circumstances change.
 - 3.4.4. The objectives set for each teacher will, if achieved, contribute to the School aims and priorities; improving the quality of education and performance of pupils who attend the School.
 - 3.4.5. Before, or as soon as practicable after, the start of each appraisal period, each teacher will be informed of the standards against which that teacher's performance in that appraisal period will be assessed.
- 3.5. Reviewing Performance - Observation
- 3.5.1. This School believes that observation of classroom practice and other responsibilities is important both in assessing teachers' performance to identify any particular strengths and areas for development they may have, and for gaining useful information which could inform improvement.
 - 3.5.2. All observation will be carried out in a reasonable and supportive manner.
 - 3.5.3. Within the School, teachers' performance will be regularly observed but the amount and type of classroom observation will depend on the individual circumstances of the teacher and the overall needs of the school. Classroom observation will be carried out by those with QTS. In addition to formal observation, Headteachers or other leaders with responsibility for teaching standards may "drop in" in order to evaluate the standards of teaching and to check that high standards of professional performance are established and maintained. The length and frequency of "drop in" observations will vary depending on specific circumstances.
 - 3.5.4. Teachers (including the Headteacher) who have responsibilities outside the classroom should also expect to have their performance of those responsibilities observed and assessed.
- 3.6. Reviewing Performance – Development and Support
- 3.6.1. Appraisal is a supportive process which will be used to inform continuing professional development. The School wishes to encourage a culture in which all teachers take responsibility for improving their teaching through appropriate professional development.

3.6.2. Professional development will be linked to school improvement priorities and to the ongoing professional development needs and priorities of individual teachers.

3.7. Reviewing Performance – Feedback

3.7.1. Teachers will receive constructive feedback on their performance throughout the year and as soon as practicable after observation has taken place or other evidence has come to light.

3.7.2. Feedback will highlight particular areas of strength as well as any areas that need attention. Where there are concerns about any aspects of the teacher's performance the appraiser will meet the teacher formally to:

- give clear feedback to the teacher about the nature and seriousness of the concerns;
- give the teacher the opportunity to comment and discuss the concerns;
- agree any support (for example coaching, mentoring, structured observations, training) that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress (it may be appropriate to revise objectives, and it will be necessary to allow sufficient time for improvement);
- explain the implications and process if no – or insufficient – improvement is made.

3.7.3. When progress is reviewed, if the appraiser is satisfied that the teacher has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.

3.8. Transition to Capability

3.8.1. If the appraiser is not satisfied with progress, the teacher will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure, and will be invited to a formal capability meeting.

3.8.2. The capability procedures will be conducted in accordance with the capability policy which is set out within the staff handbook.

3.9. Annual assessment

3.9.1. Each teacher's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the Headteacher, the Governors will seek external advice and support where required.

3.9.2. This assessment is the end point to the annual appraisal process, but performance and development priorities will be reviewed and addressed on a regular basis throughout the year in interim meetings.

3.9.3. The teacher will, as soon as practicable, receive and have the opportunity to comment on the outcome letter of the appraisal period. In the school, teachers will usually receive their outcome letter before 31 October and the Headteacher usually before 31 December. The appraisal report will include:

- An assessment of the teacher's performance of their role and responsibilities against their objectives and the relevant standards.
- An assessment of the teacher's professional development needs and identification of any action that should be taken to address them.
- A recommendation on pay progression where that is relevant.

3.9.4. The assessment of performance and of professional development needs will inform the planning process for the following appraisal period.

4. Part B – Support Staff Appraisal

- 4.1. Appraisal will be a supportive and developmental process designed to ensure that all support staff employees have the skills and support they need to carry out their role effectively. It will help to ensure that support staff are able to continue to improve their professional practice and to develop as employees.
- 4.2. The Appraisal Period
 - 4.2.1. The appraisal period will run for twelve months from 1 September to 31 August each year.
 - 4.2.2. Employees who are employed on a fixed term contract of less than one year will have their performance managed in accordance with the principles underpinning this policy. The length of the period will be determined by the duration of their contract.
- 4.3. Appointing appraisers
 - 4.3.1. The Headteacher will decide who will appraise support staff (the "appraiser"), which will normally be their line manager.
- 4.4. Setting Objectives
 - 4.4.1. Support staff will be informed by their appraiser of the standards against which their performance in the set appraisal period will be addressed, depending on the nature of their role.
 - 4.4.2. Objectives for each support staff member will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set for each support staff member will be specific, measurable, achievable, realistic and time-bound, and will be appropriate to their role and level of experience. The appraiser and the employee will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives. Objectives may be revised if circumstances change.
 - 4.4.3. Before, or as soon as practicable after, the start of each appraisal period, each support staff member will be informed of the standards against which their performance in that appraisal period will be assessed.
- 4.5. Reviewing Performance – Development and Support
 - 4.5.1. Appraisal is a supportive process which will be used to inform continuing professional development. The School wishes to encourage a culture in which all staff take responsibility for improving their role through appropriate professional development.
 - 4.5.2. Professional development will be linked to school wide improvement priorities and to the ongoing professional development needs and priorities of individual employees.
- 4.6. Reviewing Performance – Feedback

- 4.6.1. Support staff will receive constructive feedback on their performance throughout the year and as soon as practicable after observation has taken place or other evidence has come to light.
- 4.6.2. Feedback will highlight particular areas of strength as well as any areas that need attention. Where there are concerns about any aspects of the employee's performance the appraiser will meet with the individual formally to:
- give clear feedback about the nature and seriousness of the concerns;
 - give the opportunity to comment and discuss the concerns;
 - agree any support (for example coaching, mentoring, structured observations, training) that will be provided to help address those specific concerns;
 - make clear how, and by when, the appraiser will review progress (it may be appropriate to revise objectives, and it will be necessary to allow sufficient time for improvement);
 - explain the implications and process if no – or insufficient – improvement is made.
- 4.6.3. When progress is reviewed, if the appraiser is satisfied that the support staff member has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.

4.7. Transition to Capability

- 4.7.1. If the appraiser is not satisfied with progress, the support staff member will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure, and will be invited to a formal capability meeting.
- 4.7.2. The capability procedures will be conducted in accordance with the capability policy which is set out within the staff handbook.

4.8. Annual assessment

- 4.8.1. Each support staff member's performance will be formally assessed in respect of each appraisal period.
- 4.8.2. This assessment is the end point to the annual appraisal process, but performance and development priorities will be reviewed and addressed on a regular basis throughout the year in interim meetings.

The assessment of performance and of professional development needs will inform the planning process for the following appraisal period.

