



Good Apple

Independent School

Performance Management

Date	Review Date	Coordinator	Nominated Committee member
27/10/2019	27/10/2021	N MYERS	T GODDARD

We believe this policy should be a working document that is fit for purpose, represents the school ethos, enables consistency and quality across the school and is related to the following legislation:

- **Data Protection Act 2018**
- Equality Act 2010
- School Teacher Appraisal (Wales) Regulations 2011
- Education (School Teachers' Appraisal) (England) Regulations 2012

The following documentation is also related to this policy:

- Equality Act 2010: Advice for Schools (DfE)
- Teacher appraisal and capability (DfE)
- Race Disparity Audit - Summary Findings from the Ethnicity Facts and Figures Website (Cabinet Office)

We are aware that the General Data Protection Regulations (GDPR) has entirely replaced the previous Data Protection Act (DPA) making changes to many existing data protection rules and regulations that schools, academies and other educational establishments adhered to under the DPA. The principal aim of the GDPR is to strengthen and unify the safety and security of all data held within an organisation.

We believe Performance Management is..... 'a system of annual performance review that involves professional dialogue about aims and achievements between teachers and their appraisers and head teachers and their Committee.' (Welsh Government)

We believe that the major contributory factor of school effectiveness is good quality teaching. Therefore, we wish to develop the teaching staff by increasing their subject knowledge and expertise, by developing their range of teaching strategies and skills, by supporting each other and sharing good practice. This can only be done by effective performance management.



The appraisal cycle corresponds to the academic year but does not apply to teachers on contracts less than one term, newly qualified teachers and those on capability.

We believe performance management will support the development of all teaching staff including the Headteacher, improve the quality of teaching and learning, make teachers accountable for the learning of pupils and their rate of progress, ensure that teacher objectives are linked with school improvement targets and will develop leadership and management.

We will consider all recommendations by appraisers for those teachers who are eligible for pay progression in regard to threshold applications, and progression to T2 and T3. Appraisers recommendations will also inform decisions relating to teaching and learning responsibilities.

We are aware that our performance management strategies and procedures will be scrutinised during an inspection in order to assess their robustness for the improvement of teaching throughout the school.

We as a school community have a commitment to promote equality. Therefore, an equality impact assessment has been undertaken and we believe this policy is in line with the Equality Act 2010.

We all have a responsibility to ensure equality permeates in to all aspects of school life and that everyone is treated equally irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We want everyone connected with this school to feel safe, secure, valued and of equal worth.

We acknowledge the findings of the Race Disparity Audit that clearly shows how people of different ethnicities are treated across the public services of health, education, employment and the criminal justice system.

The educational section of the audit that covers: differences by region; attainment and economic disadvantage; exclusions and abuse; and destinations, has a significant importance for the strategic planning of this school.

We believe it is essential that this policy clearly identifies and outlines the roles and responsibilities of all those involved in the procedures and arrangements that is connected with this policy.



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Aims

- To help the school to improve by supporting and improving the work of teachers as individuals.
- To set a framework for teachers and their appraisers to agree and review priorities and objectives in the context of the school development plan.
- To ensure compliance with all relevant legislation connected to this policy.
- To work with other schools and the local authority to share good practice in order to improve this policy.

Responsibility for the Policy and Procedure

Role of the Committee

The Committee:

- has the responsibility for ensuring that the policy is devised, agreed, reviewed and implemented;
- has the responsibility for ensuring the performance of teachers is undertaken in line with this policy;
- has the responsibility for conducting the performance review cycle of the Headteacher by:
 - appointing a committee of two to three Committee members to perform the review;
 - appointing an external advisor who will give advice and support;
 - taking advice from an external advisor to support this process;
 - informing the Headteacher of the standards by which their performance will be assessed;
 - meeting with Headteacher and advisor at the beginning of the cycle to set objectives;
 - reviewing the performance of the Headteacher;
 - producing a performance review statement for the Headteacher which is submitted to the Chair of Committee members
- will direct the Chair of Committee members to investigate any complaints received about reviews undertaken by the Headteacher;
- be responsible for discretionary pay progression decisions;
- delegated powers and responsibilities to the Headteacher to ensure all school personnel are aware of and comply with this policy;
- responsibility for ensuring that the school complies with all equalities legislation;



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- nominated a designated Equalities Committee member to ensure that appropriate action will be taken to deal with all prejudice related incidents or incidents which are a breach of this policy;
- responsibility for ensuring funding is in place to support this policy;
- responsibility for ensuring this policy and all policies are maintained and updated regularly;
- responsibility for ensuring all policies are made available to parents;
- nominated a link Committee member to:
 - visit the school regularly;
 - work closely with the Headteacher and the coordinator;
 - ensure this policy and other linked policies are up to date;
 - ensure that everyone connected with the school is aware of this policy;
 - attend training related to this policy;
 - report to the Committee every term;
 - annually report to the Committee on the success and development of this policy.
- responsibility for the effective implementation, monitoring and evaluation of this policy.

Role of the Headteacher

The Headteacher will:

- work in conjunction with the Senior Leadership Team to ensure all school personnel are aware of and comply with this policy;
- ensure that reviews take place for all members of staff;
- appoint appraisers for all members of staff;
- act as an appraiser;
- inform individual teachers of the standards against which their performance will be assessed;
- maintain review statements for a fixed period of six years;
- review complaints where the Headteacher is not the appraiser;
- forward documentary evidence if a member of the school personnel changes school half way through the performance cycle;
- forward all pay progression recommendations by appraisers to the Committee;
- plan all training and development recommendations that are highlighted in all review statements;
- produce an annual report to the Committee;



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- monitor the effectiveness of performance management;
- provide leadership and vision in respect of equality;
- provide guidance, support and training to all staff;
- monitor the effectiveness of this policy by:
 - monitoring learning and teaching through observing lessons
 - monitoring planning and assessment
 - speaking with pupils, school personnel, parents and Committee members
- annually report to the Committee on the success and development of this policy.

Role of the Appraisers

Appraisers may be:

- the Headteacher
- members of the Senior Leadership Team
- class teachers

Appraisers undertake the role in line with the school's policy by ensuring that PM process is carried out correctly by:

- setting objectives
- agreeing performance criteria and using them to assess progress
- highlighting support, training, and development needs for the reviewee
- making a pay recommendation where that is appropriate
- leading the planning and review meeting
- writing the statement

Training will be provided for all appraisers.

Role of the Appraisee

The appraisee will:

- provide all appropriate documentation and information;
- enable reviews and observations to take place;
- undertake appropriate training and development;



- request a change of reviewer for professional reasons if not happy with the appointed one.

Role of the Teachers

Teachers will:

- take an active role in their performance management;
- act as appraisers, if required, in line with the school policy.

Planning and Review Meeting

Before the meeting with the appraisee the appraiser will collect and share with the appraisee copies of the following:

- Teachers' Professional Standards
- School Teachers' Pay and Conditions Document
- Job description of the appraisee
- School improvement priorities
- An outline of the appraisee's professional career objectives

During the planning meeting the appraiser and the appraisee will discuss:

- identifying areas for development and support needed
- objectives for the appraisee
- performance/success criteria for each objective
- classroom observation arrangements
- any other evidence to be considered
- continuing professional development provision
- professional career objectives
- eligibility for pay progression
- monitoring of progress throughout the cycle
- time scale and dates

During the review meeting the appraiser and the appraisee will discuss:

- progress towards achievement of the objectives
- overall performance compared against the performance/success criteria
- the impact of any continuing professional development provision
- the draft review statement - planning and assessment of performance



- recommendations for pay progression

Appeals

The Headteacher or Chair of Committee members deals with all appeals and makes a decision on the validity of the planning and review statement within 10 working days.

Links between Pay and Career Stage

The performance review statement can be used to:

- support threshold applications
- support progression to T2 and T3
- inform decisions relating to teaching and learning responsibilities

Confidentiality

All confidential PM documents will be stored securely.

Role of the Data Protection Officer

The Data Protection Officer will:

- have expert knowledge of data protection law and practices;
- inform the school and school personnel about their obligations to comply with the GDPR and other data protection laws;
- ensure data management is strengthened and unified;
- monitor compliance with the GDPR and other data protection laws;
- manage internal data protection activities;
- ensure risk and impact assessments are conducted in accordance with ICO guidance;
- report data breaches within 72 hours;
- ensure individuals have greater control over their personal data;
- ensure that prior to the processing of an individual's data that:
 - the process is in line with ICO guidance;
 - the process is transparent;
 - the individual will be notified;



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- the notification is written in a form that is understandable to children;
 - when sharing an individual's data to a third party outside of school that details for the sharing are clearly defined within the notifications.
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- share an individual's data where it is a legal requirement to provide such information;
 - process all written subject access requests from individuals within 40 days of receiving them;
 - have in place a formal contract or service level agreement with a chosen data processor who is GDPR compliant;
 - ensure the secure disposal of redundant data and IT hardware holding data in compliance with ICO guidance;
 - train school personnel;
 - conduct audits.
 - be the first point of contact for supervisory authorities and for individuals whose data is processed;
 - keep up to date documentation of all data protection activities.
 - work closely with the Headteacher and nominated Committee member;
 - periodically report to the Headteacher and to the Committee;
 - annually report to the Committee on the success and development of this policy.

Training

All school personnel:

- have equal chances of training, career development and promotion
- receive training related to this policy on induction which specifically covers:
 - All aspects of this policy
 - Performance Management
 - The role of the appraiser
 - The role of the appraisee
 - Induction of New Staff
 - Pay
 - Contract of Employment
 - Equality
 - Inclusion
- receive periodic training so that they are kept up to date with new information
- receive equal opportunities training on induction



The INSET coordinator will arrange all identified training needs highlighted during performance management reviews.

Equality Impact Assessment

Under the Equality Act 2010 we have a duty not to discriminate against people on the basis of their age, disability, gender, gender identity, pregnancy or maternity, race, religion or belief and sexual orientation.

This policy has been equality impact assessed and we believe that it is in line with the Equality Act 2010 as it is fair, it does not prioritise or disadvantage any pupil and it helps to promote equality at this school.

Raising Awareness of this Policy

We will raise awareness of this policy via:

- the Staff Handbook
- meetings with school personnel
- Headteacher reports to the Committee

Monitoring the Implementation and Effectiveness of the Policy

The practical application of this policy will be reviewed annually or when the need arises by the coordinator, the Headteacher and the nominated Committee member.

A statement of the policy's effectiveness and the necessary recommendations for improvement will be presented to the Committee for further discussion and endorsement.

Linked Policies

- Contract of Employment
- Data Protection and the General Data Protection Regulation (GDPR)
- Induction of New Staff
- Pay

See Appendices Documents section on Policies for Schools Website



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- Frequency of Policy Monitoring
- Monitoring Implementation and Policy Effectiveness Action Plan
- Initial Equality Impact Assessment
- Policy Evaluation
- Policy Approval Form

Headteacher:	N MYERS	Date:	27/10/2019
Chair of Committee:	T GODDARD	Date:	27/10/2019