



# MARISH



## Academy Trust

# Performance Appraisal Policy for Teachers

(Revised August 2023)

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This policy will be subject to ongoing review and may be amended prior to the scheduled date of the next review in order to reflect changes in legislation where appropriate.	

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## 1. Introduction

Revised appraisal arrangements came into force with effect from 1 September 2012. They are set out in the Education (School Teachers' Appraisal) (England) Regulations 2012 ("the Appraisal Regulations") which replaced the Education (School Teacher Performance Management) (England) Regulations 2006 (the 2006 Regulations).

This appraisal policy refers to the statutory requirements contained in the Appraisal Regulations or the School Staffing (England) Regulations 2009 as amended.

Schools must stay within the legal framework set out in the Appraisal Regulations and in other relevant legislation that affects all employers (for example legislation on equality, employment protection and data protection).

## 2. Scope

This policy applies to the Headteacher and to all teachers employed by schools except:

- Those on contracts of less than one term;
- Those undergoing induction (i.e. Early Career Teachers) and;
- Those who are subject to the formal capability procedure.

Where there are concerns relating to performance which the appraisal policy has been unable to address the school's [Capability Procedure](#) will be applied.

This policy does not apply to support staff in schools. There are separate procedures in place which set out the [Performance Management Policy for Support Staff](#) in schools.

Within this policy, references to the School, Headteacher, Governing Board and the Chair of Governors will, for Academies and Academy Trusts, be taken to mean a reference to the appropriate equivalent within those establishments.

The recognised trade unions have been consulted.

**NB: Text in bold indicates statutory requirements contained in the Appraisal Regulations or the School Staffing Regulations.**

## 3. Purpose

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers (including the Headteacher), and for supporting their development within the context of the school's plan for improving educational provision and performance, and the standards expected of teachers.

Appraisal is 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 aims to help ensure that teachers are able to continue to improve their professional practice and to develop as teachers.

## 4. Roles and Responsibilities

Governors, Headteachers and teachers all have key roles to play and responsibilities to discharge in the performance appraisal process. Their main roles and responsibilities are as follows:

#### **4.1 Role of the Governing Board**

- Establish the school's performance appraisal policy, monitor the operation and outcomes of performance appraisal arrangements, and review the policy and its operation every year
- Ensure the appraisal policy is available to all teachers
- Ensure that the Headteacher is carrying out their duties in respect of appraising other teachers
- Appoint 2 or 3 governors to review the Headteacher's performance on an annual basis
- Appoint an external adviser to advise appointed governors on the Headteacher's performance
- Retain a copy of the Headteacher's Planning and Review Statement (normally the Chair of Governors)
- Ensure that the content of the Headteacher's Planning and Review Statement is drafted having regard to the need to be able to achieve a satisfactory work-life balance
- Make decisions about pay and career progression based on pay recommendations made by reviewers
- Deal with any appeals in line with the school's procedures.

#### **4.2 Role of the Headteacher**

- Play an active role in their own performance management and professional development including taking action as agreed at review meetings
- Act as performance appraiser and, where appropriate, delegate the role of performance appraiser in its entirety
- Retain copies of all Planning and Review Statements and provide others with access to statements where appropriate
- Take account of review outcomes in school development planning and ensure the school produces and resources an effective plan for the professional development of its workforce
- Establish a protocol for classroom observation and learning walks for inclusion in the performance appraisal policy – see Section 11 of this policy
- Evaluate standards of teaching and learning and ensure proper standards of professional practice are established and maintained
- Ensure that the teacher's Planning and Review Statement is drafted having regard to the need for a satisfactory work-life balance.

#### **4.3 Role of Teachers**

- Play an active role in their own performance management and professional development including taking action as agreed at review meetings
- Where the role of reviewer has been delegated to them, act as appraiser for other teachers
- Contribute to the annual planning and assessment of other teachers where appropriate.

## 5. The Appraisal Period

**The appraisal period will run for twelve months** from 1<sup>st</sup> September to 31<sup>st</sup> August. There is flexibility to have a longer or shorter appraisal period when teachers begin or end employment with a school.

Where a teacher joins part way through the appraisal period, their initial period should end on 31<sup>st</sup> August with the objectives set to reflect the period of appraisal. They can then be placed on the same appraisal period as other teaching staff in the following year.

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 and an individual teacher's objectives should take account of the length of the contract.**

## 6. Appointing Appraisers for the Headteacher

**The Headteacher will be appraised by the Governing Board, supported by a suitably skilled and experienced external adviser who has been appointed by the Governing Board for that purpose.**

The task of appraising the Headteacher, including the setting of objectives, should be delegated to a sub-group consisting of at least two members of the Governing Board.

The Governing Board should seek to secure a balanced representation of appraisers, taking account of such factors as gender, ethnic group and age.

The Governing Board should seek to appoint appraisers who have the knowledge and experience to carry out this role and who together reflect the profile of the Governing Board. Persons appointed as appraisers should not have any personal or pecuniary interest. Governors who are members of the school staff cannot be appointed as appraisers for the Headteacher.

Where the Headteacher is of the opinion that any of the governors appointed by the Governing Board is unsuitable for professional reasons, they may submit a written request to the Governing Board for that governor to be replaced, stating those reasons.

The Governing Board will appoint an external adviser to provide advice and support in relation to the management and review of the performance of the Headteacher. The external adviser will have a proven expertise in performance management of Headteachers and will have no professional or personal connection with the Headteacher. The external adviser is required to provide relevant high-quality advice to the Governing Board, for example about:

- The progress the Headteacher has made towards the previous performance management objectives set by the Governing Board;
- Suitable objectives for governors to agree with the Headteacher for the next review cycle and;

- How the school's performance management systems are contributing to raising attainment, achievement and pupils' wider well-being.

## 7. Appointing Appraisers for other Teachers

The Headteacher will appoint appraisers for all other teachers.

An appraiser will have no more than five staff to appraise.

If, in exceptional circumstances and for professional reasons, the appraisee wishes to request a change of appraiser, where this role has been delegated, they may ask the Headteacher to appoint an alternative appraiser of comparable or higher status in the staffing structure than the original appraiser. Any such request from an appraisee should be made in writing stating the reason for requesting a change. Where the Headteacher is the appraiser, any such request should be made in writing to the Chair of Governors stating the reasons for requesting a change.

## 8. Teachers' Standards

**All teachers must be assessed against the [Teachers' Standards](#).**

The Teachers' Standards came into force on 1 September 2012 and replaced the previous standards for QTS and the core professional standards. These standards apply to all teachers regardless of their career stage and define the minimum level of practice expected from teachers once they are awarded QTS and must be used as an integral part of the appraisal process.

**Before, or as soon as practicable after, the start of each appraisal period, each teacher will be informed of the standards against which their performance in that appraisal period will be assessed.**

All appraisers are required to assess qualified teachers against the Teachers' Standards to a level that is consistent with what should reasonably be expected of a teacher in their relevant role and at the relevant stage of their career (whether an early career teacher [ECT], mid-career teacher, or a more experienced practitioner).

A framework for tracking and judging a teacher's overall performance against the Teachers' Standards is given at **Appendix 1**. This is given as an example for schools to consider when determining the expectations of teachers at the various pay levels. The framework has been based on the pre-existing pay structure model of six reference pay points on the Main Pay Range, and three reference pay points on the Upper Pay Range (Appendix 2).

## 9. Setting Objectives

**The Headteacher's objectives will be set by the Governing Board after consultation with the external adviser.**

**Objectives for each teacher will be set before, or as soon as practicable after, the start of each appraisal period.**

**The objectives set for each teacher will, if achieved, contribute to the Trust's plans for improving the schools' educational provision and performance and improving the education of pupils at the trust.**

This will be ensured by, for example, quality assuring all objectives against the Strategic or Aspire School Improvement Plan.

The objectives set for each teacher, will be Specific, Measurable, Achievable, Realistic and Time-bound (SMART) and will be appropriate to the teacher's role, job description, and level of experience and would need to:

- be suitably challenging to take account of the teacher's career stage
- be subject based and reflect area of responsibility
- reflect pupil achievement/progress
- reflect School Improvement
- encourage professional development
- reflect the need for a satisfactory work-life balance
- reflect the professional experience and aspirations of the teacher.

There should be a maximum of:

- Four to five objectives for Headteachers
- Four objectives for members of the Leadership Team
- Three objectives for other Teachers

Objectives can be set over more than one appraisal period. If this is the case, it will be appropriate to identify milestones towards progress during the initial appraisal with indicated stages for each review cycle.

The appraiser and teacher 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.

Both the appraiser and teacher will need to ensure that for each objective they are aware what constitutes success at the end of the review cycle.

All teachers should be assessed against the [Teachers' Standards](#).

The teacher's personal objectives and success criteria should be entered on to a target setting and review document which at Marish Academy Trust is held electronically within the online Performance, Appraisal Programme.

## 10. Reviewing Performance and Annual Assessment

**Each teacher's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the Headteacher, the Governing Board must consult the external adviser.**

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 during interim meetings once a term.



**The teacher will receive, as soon as practicable following the end of each appraisal period** – and have the opportunity to comment in writing on - **a written appraisal report**. At Marish Academy Trust this report is produced within the online performance appraisal system.

Teachers should receive their written appraisal reports by 31<sup>st</sup> October and Headteachers by 31<sup>st</sup> December.

**The appraisal report should include:**

- details of the teacher’s objectives for the appraisal period in question;
- **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 where that is relevant** (NB – pay recommendations need to be made by 31<sup>st</sup> October for teachers and by 31<sup>st</sup> December for Headteachers)

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

As part of the overall appraisal process it is important for all teachers, who are subject to the school’s appraisal policy, to be clear about the evidence that will be required by their appraiser to enable the appraiser to assess their performance and make a substantiated and evidence-based pay recommendation in accordance with the school’s Pay Policy and the [School Teachers’ Pay and Conditions Document](#).

Judgements relating to performance should be supported by evidence agreed at the beginning of the performance cycle.

The evidence gathered should largely be determined by the nature and scope of the agreed objectives and/or the Teachers’ Standards. Examples of evidence may include:

- Classroom observations - see Section 11
- Task observations related to subject leader or team leader roles
- Learning walk notes and drop in ‘trails’
- Scrutiny of pupils work and pupil voice questionnaires
- Reviews of lesson planning records
- Moderation within and across schools
- Evidence supporting progress against Teachers’ Standards.

There should be regular meetings throughout the year between the appraiser and teacher to review the performance of the teacher and assess whether any support or development is required to assist with achieving the objectives. These meetings can also be used to assess whether the objectives should be adjusted and the support modified. The outcomes of these meetings should be recorded and will feed into the end of year appraisal meeting.

## **11. Classroom Observation**

Marish Academy Trust believes that observation of classroom practice and other responsibilities via learning walks and drop ins is important both as a way of assessing teachers’ performance in order to identify any particular strengths and areas for development they may have. This also enables leaders to gain useful information which can inform school improvement more generally, including highlighting a wider evidence trail which needs to be investigated. All observations should be carried out in a supportive fashion. In recent years we have shifted our approach from individual classroom observations of teaching and learning, towards multifaceted learning walks and drop ins on other activities such as subject or year

team meetings which consider progress over time as the main evidence for successful delivery of our curriculum.

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 leadership 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.

Teachers, including the Headteacher, who have responsibilities outside the classroom should also expect to have their performance of those responsibilities observed and assessed.

All those who act as observers for classroom observation/learning walks purposes should have adequate preparation and the appropriate skills to undertake observation and to provide constructive feedback and support.

Verbal feedback of formal observations lasting more than 15 minutes by the appraiser should be given immediately and, in any case, **no later than the end of the next school day**.

The appraiser should complete a written record of the observation, feedback and any subsequent follow up work. It should summarise the focus, what was learned from the observation, the feedback given and any subsequent or other follow up. The record of the observation should be made available to the appraisee **within 10 working days** of the observation. The appraisee should make and where necessary record any comments they may have on the record of the observation.

Learning walks are more informal and may involve briefer observations of several classrooms and therefore feedback given will be more generic and perhaps feedback as part of a subject or year group review.

Often classroom observations or learning walks may be carried out by more than one person. Where this is the case feedback will be agreed between the observers and feedback as a whole, reflecting the assessment of both observers.

Classroom observations/ learning walks/ drops ins must: -

- Be undertaken with professionalism, integrity and courtesy
- Involve objective evaluation
- Be reported honestly and fairly
- Involve accurate communication about its purpose and outcome
- Be conducted in the best interests of the pupils at the school

The feedback from the observation should:

- Identify the positive points arising from the lesson
- Provide constructive advice on any areas for improvement

The Impact framework and schedule at Marish Academy Trust outlines which year groups and subjects will be observed when and who will be carrying out these reviews.

- If the teacher is being assessed under the Capability Procedure the drop-ins will be limited to once a week

The Impact Framework and schedule are sent out at the start of each term and make provision for each year group and subject to be a focus twice annually. In this way we can ensure there is sufficient scrutiny of learning and our curriculum over the year without being onerous for teaching staff. Staff can also see when their turn is coming up and prepare for their subject or year group to be viewed at its best. Reference to the Impact Review findings will be included in the review statements at the end of any performance management cycle and will include:

- the amount of observation and specify
- any particular aspects of learning or the curriculum delivery that were assessed

## **12. Development and Support**

Appraisal is a supportive process which should be used to determine decisions on pay progression and inform continuing professional development. Marish Academy Trust maintains a culture wherein all teachers take responsibility for improving their teaching through appropriate professional development. Professional development will be linked to school improvement priorities and prioritise the on-going professional development needs of individual teachers and teams.

## **13. Learning and Development**

All employees have a right to Continuing Professional Development (CPD).

CPD can happen through a variety of means, for example:

- Team development events
- Management or peer coaching
- Mentoring
- Shadowing
- Use of ICT Learning packages
- Short term secondments/placements
- Specific CPD to maintain professional knowledge
- Participation in internally or externally provided training.

Marish Academy Trust's CPD programme is informed by the training and development needs identified in the appraisee's Planning and Review Statements.

## 14. External Advice

Specialist external advice can be sought at any stage during the review cycle where it is considered that this would provide further advice and support to the appraisee achieving the objectives, or to the appraiser in assisting with reviewing performance against the objectives.

The use of an external adviser should, where possible, be agreed with the appraisee prior to use. However, any final decision regarding this provision would rest with the Headteacher.

## 15. Performance Review and Planning Meeting

Each teacher's performance will be formally assessed at the end of the appraisal period.

The review meeting should be planned in advance with both parties given time to prepare.

In the case of the Headteacher, the external advisor must be consulted prior to the planning and review meeting. The Headteacher must also be provided with the opportunity to meet with the external adviser prior to the meeting.

### 15.1 Prior to the Meeting

The Appraiser should:

- Encourage the teacher to complete a Self-Evaluation Form online.
- Gather evidence e.g., notes of previous meetings, job description, previously agreed objectives, lesson observations, pupil progress data, wider contribution to the school etc.
- Ensure that they consider outcomes in the light of any known disabilities and any reasonable adjustments that have been agreed to support the teacher
- Consider what objectives would be appropriate for the next cycle and what success criteria would look like for these objectives. In doing this the appraiser should consider the School Development Plan, the school priorities and the service requirements
- Consider development needs and how they could be met
- Audit against the Teachers' Standards

The Appraisee should:

- Prepare evidence for the planning and review meeting including achievement against objectives and any factors that have influenced success or failure (complete Self-Evaluation Form online)
- Consider any objectives that they consider may be appropriate for the next cycle
- Consider any development requirements in regard to their career aspirations.

### 15.2 During the Meeting

The Appraiser should:

- Identify areas of clear agreement, focusing initially on positive outcomes

- Discuss other areas and clearly identify the basis on how the assessment has been made
- Identify the objectives for the next cycle and agree how a successful outcome will be measured
- Agree priorities for development for the next cycle and how they will be implemented
- Agree what support can be identified
- Discuss audit of Teachers' Standards.

### 15.3 Post Meeting

The Appraiser should:

- Complete the Planning and Review Statement on the online programme **within one week** of the meeting and pass to the appraisee for any additional comments. This timeframe can be extended if there is a dispute between the two parties.
- Ensure the form is signed off by both parties
- Forward the form to the Headteacher for moderation if appropriate and for information to be included in the Headteacher's report to Governors
- Ensure that any pay progression recommendations are passed through the Headteacher
- Send details of identified learning and development needs to the school's designated person for co-ordinating training.

## 16. Making a Pay Recommendation

Revised pay progression arrangements for teachers came into force from 1<sup>st</sup> September 2013. September 2013 was the last time that annual pay increments were awarded to teachers based on the length of their service. Thereafter, decisions about teachers' pay progression should be linked to performance.

Appraisers will be required to make a pay recommendation for all teachers (those on the Main Pay Range, Upper Pay Range, Leading Practitioner Pay Range, Leadership Pay Range). When making a pay recommendation, appraisers should consider the requirements of the Trust's Pay Policy and the School Teachers' Pay and Conditions Document.

Appraiser's pay recommendations should be passed to the Headteacher as part of the Planning and Review Statement. The Headteacher may wish to undertake a moderation process to ensure fairness and consistency following which they will pass the pay recommendations on to the Governing Board for ratification.

## 17. Moderation of Planning and Review Statements

The Headteacher has a duty to ensure that these procedures and processes are applied fairly and consistently across the school and with regard to equal opportunities considerations. For this purpose, the Headteacher may review Planning and Review Statements, **within 10 working days** of their completion, and, where necessary, instruct the appraiser to prepare a new statement prior to it being finalised and retained.

Headteachers are under no obligation to review Planning and Review Statements and it is for them to decide whether they wish to do so. They may wish to moderate a sample of statements rather than all statements from the school.

The grounds on which a Headteacher may change the statement are:

- That the statement was not consistent with those for other teachers with similar experience and/or who had similar levels of responsibility; or
- That the statement was not in line with the school's performance appraisal policy or the school improvement plan.

If a Headteacher is concerned about a statement, following discussion with the appraiser and appraisee, a revised statement may be prepared. The appraiser and appraisee should produce a revised statement **within 10 working days** of being instructed by the Headteacher to do so. The appraisee can also add any comments at this stage.

## 18. Pay Appeals

Teachers have the right to raise formal appeals against pay determinations. Procedure for managing pay appeals is set out at Appendix 4.

## 19. Confidentiality and Access to Statements

### 19.1 Providing feedback

Teachers will receive constructive feedback on their performance throughout the year. For observations which have taken place, verbal feedback should be provided no later than the end of the next school day and written feedback to be provided within 5 working days. Feedback will highlight particular areas of strength as well as any areas that require further development.

Where there are concerns about any aspect of the teacher's performance, the appraiser should 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;
- Set clear objectives for required improvement;
- Agree any support (e.g. coaching, mentoring, structured observations), 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 modify support, and it will be necessary to allow sufficient time for improvement. The amount of time is up to the school but should reflect the seriousness of the concerns and should be no more than 30 working days*);
- Explain the implications and process if no or insufficient improvement is made e.g. impact on pay progression and potential to move to the formal capability process.

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.

### 19.2 Transition to Capability

If a teacher demonstrates serious underperformance and has not responded to support provided within the appraisal process, the teacher will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the school's [Capability Procedure](#).

### **19.3 Reverting to the Appraisal Process following Capability**

The Capability Procedure will end if the Headteacher is satisfied that the teacher is at the desired standard of performance and the appraisal process will recommence.

Warnings within the Capability Procedure are time limited e.g.

- 12 months for a written warning and
- Two years for a final written warning.

Where a warning has been issued and there are further concerns around the teacher's performance within the period of warning, the feedback stage of the Performance Appraisal Procedure must be followed before reverting to the Capability procedure. If it becomes necessary to revert to the Capability Procedure, it is expected that the next stage of the Capability Procedure will apply.

## **20. Monitoring and Evaluation**

The appraisal process will be treated with confidentiality. However, the desire for confidentiality does not override the need for the Headteacher and Governing Board to quality-assure the operation and effectiveness of the appraisal system.

For example, the Headteacher might review all teachers' objectives and written appraisal records personally in order to check consistency of approach and expectation between different appraisers.

The Headteacher must be aware of any pay recommendations that have been made.

The Governing Board and the Headteacher will ensure that all electronic appraisal records are retained and stored in line with their Retention & Disposal Policy and Data Protection requirements.

## **21. Feedback and Concerns during Appraisal Period**

The Governing Board should review this Performance Appraisal Policy annually taking into account the Headteacher's report in the review.

Headteachers should provide the Governing Board with a report every year on the operation of the school's Performance Appraisal Policy, the effectiveness of the Trust's performance appraisal procedures and teachers' training and development needs.

As part of this annual monitoring and reporting process, Governing Boards should examine the equal opportunities implications at each stage of the process. The Governing Board will ensure all staff are treated equally and fairly in the implementation of this policy.

Additional assistance in the review process should be provided if there are limitations due to language difficulties or physical or mental impairment.

## Framework for Tracking & Judging a Teacher's overall Performance

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

Part One Teaching A Teacher must:	Main Pay Range A £27,596 – to be determined by school (M1/M2) New Teacher	Main Pay Range B To be determined by school (M3/M4) Developing Teacher	Main Pay Range C To be determined by school (M5/M6) Established Teacher	Upper Pay Range £40,310 to £43,348 (UPR 1/2/3)
<b>1. Set high expectations which inspire, motivate and challenge pupils</b>				
<p><b>1.1. <i>establish a safe and stimulating environment for pupils, rooted in mutual respect</i></b></p> <p><b>1.2. <i>set goals /targets that stretch and challenge pupils of all backgrounds, abilities and dispositions</i></b></p> <p><b>1.2 <i>demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils.</i></b></p>	<p>The classroom ethos is positive and supportive.</p> <p>Targets are set but they are not always challenging or accurate.</p> <p>Requires mentoring, coaching, support from other colleagues to establish good practice and routines.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>The teacher contributes to shaping the ethos, values and policies of the school.</p> <p>The classroom ethos is positive, supportive, encouraging and supports risk taking and leads to good progress for pupils in lessons.</p> <p>The teacher works within the explicit ethos, values and policies of the school.</p> <p>Pupil targets are accurate with inbuilt challenge.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>The teacher makes an active and positive contribution to the ethos, values and policies of the school and this is evident in their supportive classroom environment that supports risk taking and leads to good and better progress for pupils in lessons.</p> <p>Pupils problem solve and support each other. They manage their own behaviour well.</p> <p>All targets are precise, appropriate, accurate and challenging and most children reach these ambitious targets.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Models good practice, proactive, supports others to achieve and improve.</p> <p>The teacher promotes collective responsibility by taking a lead in shaping the ethos values and policies of the school and implementing these consistently.</p> <p>This is evident in their supportive classroom environment that supports risk taking. Pupils' problem solve and support each other. They manage their own behaviour and the behaviour of others through guidance and support of their peers.</p> <p>Children are able to set their own challenging targets and are self-motivated.</p> <p>All pupil targets are precise, appropriate, accurate and challenging and almost all children meet these ambitious targets.</p>
<p><b>Examples of Evidence Base:</b> lesson observations, learning walks, pupil progress meetings, student feedback, planning, student work, in class, out of class, personal behaviour, environment created, target setting and progress toward targets</p>				



## 2. Promote good progress and outcomes by pupils

<p><b>2.1 be accountable for pupils' attainment, progress and outcomes –plan teaching to build on pupils' capabilities and prior knowledge</b></p> <p><b>2.2 guide pupils to reflect on the progress they have made and their emerging needs</b></p> <p><b>2.3 demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching – differentiation – lesson observations, book scrutiny.</b></p> <p><b>2.2 encourage pupils to take a responsible and conscientious attitude to their own work and study</b></p>	<p>Marking, comments, accountability for outcomes, planning, demonstrate response to pupil needs, pupil reflection - AfL, moderation, evidence linked to grades</p> <p>Differentiation is planned for and evident in learning and leads to at least good progress.</p> <p>Pupils in lessons are generally focused and on task but there is sometimes a lack of extension or challenge.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Some Assessment for Learning is evident in lesson and learning that supports pupils learning and accelerates their progress. Good progress made by individuals and groups.</p> <p>Marking is regular and identifies the success and next steps for the individual. The children appropriately follow up on the teacher's marking regularly. This is shown as good progress in pupil books.</p> <p>Differentiation is planned for and effectively delivered. Differentiation is appropriate to pupil needs and leads to good progress.</p> <p>Progress measures: Virtually all learners make good progress and achieve well.</p> <p>An exciting range of cross-curricular activities are planned from the children's interests and provide opportunities for individual children to make progress towards their next steps.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Sharp and precise use of Assessment for Learning which is used effectively during the lesson and over time to accelerate progress leading to good and sometimes outstanding progress.</p> <p>Differentiation is sharp and precise for a range of groups and individuals that leads to good or better progress for all groups and individuals.</p> <p>An exciting range of challenging cross-curricular activities are planned from the children's interests and provide opportunities for individual children to make progress towards their next steps.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Models to others. Shares good practice. Supports other to achieve more and improve.</p> <p>Learners thrive as a result of the extensive engagement and dialogue in learning and this sometimes leads to high quality child-led learning. All children make exceptionally good and better progress.</p> <p>Accurate, precise and skilful use of AfL to diagnose problems and misconceptions and move learning forward during a lesson and over time. Shape, precise and effective marking that contributes to sustained improvements in pupil learning and progress.</p> <p>Differentiation is sharp and precise for a range of groups and individuals that leads to good or better progress for all groups and individuals.</p>
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**Examples of Evidence Base:** Termly progress of class, individuals and groups. End of year assessments, TA and Test results. APS Progress measures. Book scrutiny – quality of marking and feedback. Quality of evidence to demonstrate peer and self-assessment. Assessment for learning. Lesson observation – Quality of the application of assessment for learning principles during teaching and learning. Planning.

<b>3. Demonstrate a good subject and curriculum knowledge</b>				
<p><b>3.4</b> <i>have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain pupils' interest in the subject, and address misunderstandings</i></p> <p><b>3.2</b> <i>demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship</i></p> <p><b>3.3</b> <i>demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulation and the correct use of standard English whatever the teacher's specialist subject</i></p> <p><b>3.2</b> <i>if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics.</i></p>	<p>The teacher demonstrates sufficient subject knowledge to deliver the content and to answer questions correctly. The teacher demonstrates an understanding of and takes responsibility for promoting standards of literacy and articulation. Teacher's use of standard English is accurate whatever the teacher's specialist subject.</p> <p>The teacher positively engages in curriculum development and content. The teacher promotes different ways of working and learning that leads to at least good progress.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>The teachers' good subject knowledge lends confidence to their teaching styles. Teaching methods are imaginative and lead to a good level of interest from the pupils.</p> <p>Demonstrate an understanding of and take responsibility for promoting high standards of literacy and articulation and correct use of standard English whatever the teacher's specialist subject.</p> <p>The teacher positively and actively engages in shaping curriculum development and content. The teacher promotes effective ways for pupils to work and learn that leads to good progress.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>M5/6 high levels of competence across the curriculum. Specialist knowledge</p> <p>The teacher positively and actively co-leads on shaping curriculum development and content.</p> <p>The teacher makes connections where relevant that promotes highly effective ways of working and learning that leads to consistently good and outstanding progress for children.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Role model and leader of learning, teaching development for their area.</p> <p>Specialist knowledge used to support and develop others.</p> <p>Makes a significant contribution to whole school self-evaluation and improvement.</p> <p>Teachers' demonstrate high levels of expertise and evident interest in what they are teaching. Teaching reflects an understanding of how pupils learn and how to adjust the curriculum to promote full access.</p> <p>Demonstrate an understanding of and always take responsibility for promoting high standards of literacy and articulation and correct use of standard English whatever the teacher's specialist subject.</p> <p>The teacher keeps abreast of curriculum development, improvements and reform and shares this knowledge with others. The teacher instils a love of learning in children. The teacher actively seeks out change for the better. S/he develops skilled, self-motivated learner and ways of working at class and whole school level and supports others to develop their practice.</p>
<b>Examples of Evidence Base:</b> <i>Lesson observations, planning, book scrutiny, CPD records and involvement</i>				
<b>4. Plan and teach well-structured lessons</b>				
<p><b>4.1</b> <i>impart knowledge and develop understanding</i></p>	<p>Plan and teach well-structured lessons, pace may be slow.</p>	<p>A good range of carefully chosen resources develop pupil skills in reading, including phonics, writing,</p>	<p>Learners make good + often outstanding progress</p>	<p>Learning is always differentiated to a high standard and enables all individuals and pupil groups to access the learning and</p>

<p><i>through effective use of lesson time</i></p> <p><b>4.2 promote a love of learning and children's intellectual curiosity</b></p> <p><b>4.3 set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired</b></p> <p><b>4.4 reflect systematically on the effectiveness of lessons and approaches to teaching - contribute to the design and provision of an engaging curriculum</b></p>	<p>The teaching methods, including opportunities for independent learning and the use of a range of resources such as ICT, encourage and engage them. Pupils are given some scope to make choices and use their ideas but this is inconsistent.</p> <p>Learners make at least good progress.</p> <p>Contributes to curriculum design</p> <p>The teacher has some awareness of their strengths and areas for development. The teacher takes on board constructive criticism and advice and will act on this within ½ a term.</p> <p>Manages other adults effectively so that they actively contribute to the lesson and support pupils so that progress is at least good.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>maths and ICT and well-judged setting of extension and project work encourages independent learning.</p> <p>The skills and confidence needed for independent learning are developed. Teaching pace is good and leads to good progress over the lesson and time.</p> <p>Teachers always set homework to consolidate and extend the knowledge and understanding that pupils have acquired.</p> <p>Contributes to curriculum design –co leading.</p> <p>The teacher has accurate self-awareness skills of their personal strengths and areas for improvement and acts positively to improve their practice.</p> <p>The teacher has the confidence to change the lesson and adapt it to pupil understanding and needs that leads to good progress for all.</p> <p>Manages other adults effectively so that they actively contribute to the good progress of pupils.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Personalises learning. Shares good practice</p> <p>Contributes significantly to curriculum design –taking a lead in the process</p> <p>The teacher has a wide range of skills that s/he draws upon to promote independent learning that leads to good or better outcomes.</p> <p>The pace of learning is sharp and moves learning forward so accelerated progress is maintained throughout the lesson for all pupil groups and individuals.</p> <p>The teacher accurately and explicitly pinpoints their strengths and weaknesses and they proactively work to address these quickly. The teacher will often anticipate weaknesses during a lesson and address them where relevant to ensure they get the best out of the children.</p> <p>The teacher is a model of very good and sometimes outstanding practice.</p> <p>Effectively manages additional adults who actively contribute to the good and sometimes outstanding progress of pupils.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>make accelerated and outstanding progress during lessons and over time.</p> <p>Finds effective solutions to learning barriers that enable all individuals and pupil groups to make outstanding progress across the lesson and over time.</p> <p>Mentors and coaches' peers and children in finding solutions to barriers with proven outstanding impact.</p> <p>Leads departmental/school discussions about choices of courses, curriculum, teaching approaches</p> <p>Results for the groups they teach consistently meet or exceed the high and challenging predictions made in relation to the learners' prior attainment</p> <p>Consistently uses a range of approaches to teaching and learning that give all learners the opportunity to succeed in their learning and to achieve outstanding outcomes.</p> <p>Provides high levels of emotional support and deals effectively with the most challenging pupils. Deals effectively with playground issues. Helps children to resolve problems themselves so that they are learning ready</p> <p>Totally inclusive learning and teaching strategies are used to engage and support all pupils' groups leading to outstanding outcomes for all.</p>
<p><b>Examples of Evidence Base:</b> <i>planning, lesson observations, learning walks, pupil interviews. Contribution toward CPD, policies and school practices. Identifies areas to improve and strengths of teaching. Determines own CPD and seeks to improve self. Effectively analyse the impact of CPD on practice.</i></p>				

## 5. Adapt teaching to respond to the strengths and needs of all pupils

<p><b>5.1 know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively –</b></p> <p><b>5.2 have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these.</b></p> <p><b>5.3 demonstrate an awareness of the physical, social and intellectual development of children, and how to adapt teaching to support pupils' education at different stages of development</b></p> <p><b>5.4 has a clear understanding of the needs of all pupils, including those with special education needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.</b></p>	<p>Evidence of differentiation during lessons and over time that leads to at least good progress.</p> <p>Understands how pupils learn and the barriers to their learning. Uses a range of strategies and ideas to overcome these barriers, following advice from peers. Follows up and measures impact of action.</p> <p>With some advice, guidance and support from peers, adapts teaching techniques and strategies making them age appropriate and supports the physical, social and intellectual development of individuals and groups that leads to at least good progress.</p> <p>Deals with playground issues following school policy.</p> <p>Provides emotional support to pupils and develops pupil self-awareness. Finds and uses solutions to break down learning barriers with advice and support from peers.</p> <p>A range of inclusive learning and teaching strategies are used to engage and support all pupils' groups leading to at least good outcomes for all.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Good evidence of daily effective differentiation for individuals and groups that leads to consistently good progress during the lesson and over time.</p> <p>Deep understanding about how pupils learn and the barriers to their learning. Thinks of strategies and ideas to overcome these barriers which lead to good learning and progress during lessons and over time. Follows up accurately and measures impact of action.</p> <p>Provides effective emotional support. Deals with playground issues well so that all parties are learning ready and emotionally supported. Helps children to resolve problems so that they are learning ready</p> <p>Uses a wide range of age appropriate and need driven teaching techniques and strategies that supports the physical, social and intellectual development of individuals and groups leading to good progress for individuals and groups.</p> <p>A range of effective inclusive learning and teaching strategies are used to engage and support all pupils' groups leading to good outcomes for all.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Very good evidence of daily effective and sharp differentiation that meets the wide range of pupil needs and provides very good access to learning. This leads to very good and sometimes outstanding progress during the lesson and over time for all individuals and pupil groups.</p> <p>Deep understanding about how pupils learn and the barriers to their learning. Thinks of strategies and ideas to overcome these barriers. Advises other staff. Follows up and measures impact of action in terms of emotional, social and academic progress.</p> <p>Provides very good levels of emotional support. Deals effectively with playground issues so children are satisfied. And are emotionally learning ready. Helps children to resolve problems so that they are learning ready.</p> <p>Uses a wide range of age appropriate and effective teaching techniques and strategies that effectively supports the physical, social and intellectual development of individuals and groups leading to good and sometimes outstanding progress for individuals and groups.</p> <p>Highly inclusive learning and teaching strategies are used to engage and support all pupils' groups leading to very good and outstanding outcomes for all.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Learning is always differentiated to a high standard and enables all individuals and pupil groups to access the learning and make accelerated and outstanding progress during lessons and over time.</p> <p>Finds effective solutions to learning barriers that enable all individuals and pupil groups to make outstanding progress across the lesson and over time. Mentors and coaches' peers and children in finding solutions to barriers with proven outstanding impact.</p> <p>Leads departmental/school discussions about choices of courses, curriculum, teaching approaches</p> <p>Results for the groups they teach consistently meet or exceed the high and challenging predictions made in relation to the learners' prior attainment</p> <p>Consistently uses a range of approaches to teaching and learning that give all learners the opportunity to succeed in their learning and to achieve outstanding outcomes.</p> <p>Provides high levels of emotional support and deals effectively with the most challenging pupils. Deals effectively with playground issues. Helps children to resolve problems themselves so that they are learning ready</p> <p>Totally inclusive learning and teaching strategies are used to engage and support all pupils' groups leading to outstanding outcomes for all.</p>
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Examples of evidence base: lesson observations/planning/use of assessment/

## 6. Make accurate and productive use of assessment

<p><b>6.1 know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements</b></p> <p><b>6.2 make use of formative and summative assessment to secure pupils' progress</b></p> <p><b>6.3 use relevant data to monitor progress, set targets, and plan subsequent lessons</b></p> <p><b>6.1 give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback</b></p>	<p>Assessment and marking policy followed.</p> <p>Work is regularly marked. Some evidence of assessment for learning in marking leading to at least good progress. E.g. strengths, next steps, mainly in core subjects.</p> <p>Emerging Assessment for Learning practice used during lessons. – effectiveness of questioning, quality of oral engagement and feedback, adjusting lesson according to pupil needs</p> <p>Pupils' provide a simple response to feedback.</p> <p>Moderation is accurate with support.</p> <p>Emerging practice - pupil and self-assessment leading to at least good progress.</p> <p>In-class assessment identifies general misconceptions, but is not always acted upon straight away with either individuals or the class as a whole.</p> <p>Teacher uses assessment information (from marking/planning annotations) to plan the next session.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Assessment and marking policy followed accurately.</p> <p>Regular evidence of assessment for learning practice used during lessons and this leads to good progress – accurate feedback is given that moves learning forward.</p> <p>Work is always marked to a good standard. Good evidence of Assessment for Learning that moves learning forward and leads to good progress.</p> <p>Pupils' provide appropriate response to feedback linked to the success criteria.</p> <p>Moderation is accurate. Beginning to support other staff to accurately moderate learning.</p> <p>Pupil and self-assessment are regular features of learning and leads to good progress.</p> <p>Marking is diagnostic, helps pupils improve their work and gives teachers and assistants a clear understanding of pupils' capabilities. In class, questions are well targeted and understanding is checked. Pupils are regularly involved in helping to assess their own work and regularly respond to and use teacher feedback. Records of progress are used well to set challenging targets for all pupils.</p> <p>Planning annotation accurately identifies the next steps in pupil learning and the next lesson builds on this to further promote learning and progress.</p>	<p>Support others to develop and improve their assessment practice.</p> <p>Uses data in highly effective way to make judgements on learners' progress and future needs</p> <p>Assessment and marking policy followed accurately and consistently.</p> <p>Strong evidence of Assessment for Learning practice used during lessons which impact positively on pupil progress – leads to good and some outstanding progress.</p> <p>Work is always marked to a high standard using AfL. Very good evidence of assessment for learning that moves learning forward and leads to progress that is good and sometimes outstanding.</p> <p>Pupils' response to feedback is in depth and demonstrates their learning has moved forward.</p> <p>Moderation is always accurate. Supports other staff in accurate moderation.</p> <p>Pupil and self-assessment are regular features of learning and leads to good and sometimes outstanding progress.</p> <p>Uses the wider data available to benchmark their own data set and is proactive in raising standards further.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Expert in Assessment for Learning - model of outstanding practice as demonstrated in planning and learners understanding of how, why and what they are learning.</p> <p>Regular evidence of Assessment for Learning practice used during lessons and over time leading to good and outstanding outcomes for individuals and groups.</p> <p>Leads on accurate moderation. Regularly supports other staff and gives guidance and support to others when moderating.</p> <p>Pupil and self-assessment are regular features of learning and leads to accelerated progress for individuals and groups. Pupils' response to feedback is in depth, astute and shows clear progress in their learning and leads to outstanding progress.</p> <p>Careful planning based on thorough assessment ensures that all learners improve. Oral interactions in class are carefully geared to check and develop understanding. Pupils are helped to judge their own work, identify what is next to be learned and to set targets for improvement.</p> <p>Models/coaches and works with others to develop and improve their assessment and data knowledge, understanding and practice.</p> <p>Effectively uses wider data available to benchmark and improve personal, group, class and individual performance. Works and supports others to analyse data to improve themselves and the pupils they teach with proven very good impact.</p>
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		Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.		
<b>Example of evidence base:</b> <i>Examples of effective quality marking. Weekly evidence of assessment for learning that moves learning forward. Marking, tracking, pupil progress meetings, use of data to inform planning, planning, book scrutiny, lesson observations, pupil interviews, data analysis.</i>				
<b>7. Manage behaviour effectively to ensure a good and safe learning environment</b>				
<p><b>7.1 have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in classrooms and around the schools, in accordance with the school's behaviour policy</b></p> <p><b>7.2 have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly</b></p> <p><b>7.3 manage classes effectively, using approaches which are appropriate to pupils' needs in order to involve and motivate them</b></p> <p><b>7.4 maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary</b></p>	<p>Manage behaviour effectively to ensure a safe learning environment. Classroom codes of behaviour are adhered to.</p> <p>Has a presence in the classroom. Good behaviour - Pupils find the strategies and tasks interesting. Appropriate provision is made for pupils who have difficulties learning or behaving but these strategies may be inconsistent. Relationships are constructive</p> <p>Physical environment - well organised- high quality resources- displays- no sloppiness, teaching materials, communication</p> <p>Applies school policies to their teaching and conduct.</p> <p>Provides emotional support to pupils as shown through positive classroom ethos where children are generally on task.</p> <p>Responds to and acts appropriately on advice and support and starts to embed in practice. (E.g. support form SENCo, UPS staff, external agencies).</p> <p>Communicates with staff, parents/carers to support pupils' behaviour and address any educational, academic, personal,</p>	<p>Consistent application of school policies.</p> <p>Has a positive classroom presence that leads to good pupil behaviour and progress.</p> <p>Behaviour management is consistently good in and out of the classroom.</p> <p>Provides good emotional support to pupils as shown through positive classroom ethos where all children are in the main on task and supportive of each other in their learning.</p> <p>Good behaviour - Pupils find the strategies and tasks interesting and enjoyable. They concentrate well and pay full attention to the teacher. They work well with others. Teachers have high expectations of behaviour and establish a framework for discipline with a range of strategies using praise, sanctions and rewards consistently and fairly.</p> <p>Behaviour beyond the classroom is consistently well managed and good.</p> <p>Teacher uses a wide range of strategies to manage behaviour, including strategies to manage difficult and challenging children that</p>	<p>Takes a proactive role in managing behaviour beyond the classroom.</p> <p>Has a strong and positive presence in the classroom as evident from the consistently good progress and behaviour of all pupil groups.</p> <p>Behaviour management is consistently good or better in and out of the classroom. Behavioural matters are followed up leading to good impact. Intervenes in a timely and sensitive manner that promotes the well-being and progress of all pupils.</p> <p>Pupils manage their own behaviour well in the classroom and around school and do not put themselves at risk.</p> <p>Provides very good emotional support to pupils and supports other staff to develop emotional intelligence with pupils.</p> <p>There is a positive classroom ethos where all children are on task and supportive of each other in their learning and behaviour.</p> <p>The teacher uses a wide range of strategies to manage difficult and challenging pupils that results in a highly inclusive classroom where the progress of all pupils, including the most challenging is maximised.</p> <p>The quality of teaching is of a high quality (good and sometimes outstanding) and this</p>	<p>Expert in strategic leadership and management of school policies</p> <p>Has a strong, positive and effective classroom and school presence as evident from the high quality of behaviour and learning from all pupils. Highly effective in leading, monitoring and promoting collective responsibility for the implementation of school policies</p> <p>Supports others in the development of behaviour management and leads to good improvements.</p> <p>Behaviour management, implementation and follow up is outstanding in all aspects of school life leading to rapid improvements in pupil behaviour and pupil learning.</p> <p>Provides outstanding emotional support to pupils as shown by the harmonious relationships in the class and the positive impact of the support given to the most challenging children who are highly responsive and change their behaviour to maximise their learning.</p> <p>All pupils are engrossed in their work. There are excellent relationships in the classroom. The strategies and tasks used enthuse pupils so that they persevere when faced with difficult problems and are keen to succeed and to learn more</p>

	<p>social or emotional concerns but not always in a timely manner.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>promotes inclusion and leads to good progress.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>determines the behaviour within the classroom.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>Teachers have high expectations of behaviour and establish a framework for discipline with a full range of strategies using precise praise, sanctions and rewards consistently and fairly.</p> <p>Embeds practice throughout the school, ensures whole school approach to behaviour,</p> <p>Models, mentors, coaches' other staff to improve their behaviour management systems &amp; develop Emotional Intelligence with pupils with very good impact.</p> <p>The exceptional high-quality teaching determines the very high quality of behaviour and relationships within the classroom and in the teacher's presence; children manage their own behaviour and learning exceptionally well and make outstanding progress as a result.</p>
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**Example of evidence base:** Lesson observations, pupil interviews, learning walks, classroom environment and classroom culture

## 8. Fulfil wider professional responsibilities

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<p><b>8.1 Makes a positive contribution to the wider life and ethos of the school</b></p> <p><b>8.2 Develops effective professional relationships with colleagues knowing how and when to draw on specialist support</b></p> <p><b>8.3 deploys support staff effectively</b></p>	<p>Fulfils professional responsibility. Attends CPD as required.</p> <p>Other staff/volunteers in the class are supportive of learning and teaching leading to satisfactory progress and impact. There is some evidence that independence in learning is being developed.</p> <p>Acts on advice and takes on board constructive criticism which leads to improvements in identified areas over a term. Makes positive contributions to meetings. No negative interactions.</p>	<p>Role model of good practice.</p> <p>Other staff/volunteers in the class are well deployed and support well the learning and teaching leading to good progress and impact. There is evidence that independence in learning is being developed.</p> <p>Acts quickly on advice and quickly takes on board constructive criticism which leads to improvements in identified areas over half a term.</p> <p>Positive relationships with parents and carers and secures their</p>	<p>Proactive role model of very good and sometimes outstanding practice. Shares this practice with others.</p> <p>Other staff/volunteers in the class are knowledgeable about the learning taking place, proactive and actively support a wide range of learners leading to very good progress and impact. There is good evidence that independence in learning is being well developed.</p> <p>Is proactive and rapidly acts on advice and constructive criticism. This leads to rapid improvements in identified areas over two/three weeks.</p>	<p>Expert in supporting the development of positive and productive professional relationships with colleagues</p> <p>Promotes and maximises opportunities for staff to work together. Shares responsibility and outstanding practice and can show how their influence has impacted positively on the practice of others.</p> <p>Proactive, outstanding and consistent in all aspects of their practice.</p> <p>Other staff/volunteers in the class are knowledgeable about the learning taking</p>
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<p><b>8.4 take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues</b></p> <p><b>8.5 communicates effectively with parents with regard to pupils' achievements and well-being</b></p>	<p>Positive relationships with parents /carers/colleagues. Liaises with external agency with support. Adheres to the school ethos. Strong buy-in to ethos.</p> <p>Aware of where and when and from whom to gain support. Reacts positively to advice and support and starts to embed in practice. Address any weaknesses within half a term.</p> <p>Recording and reporting arrangements in place – statutory requirements are fulfilled.</p> <p>Liaises with home/school. Intervention with parents/carers occurs, but is not always timely or appropriate e.g. no reading book/PE kit for 3 weeks.</p> <p>Can evidence the impact of positive relationships between the teacher and child that leads to accelerated progress. Emotional support and well-being are given to the children and leads to positive relations with children.</p> <p>Expectations at M2 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>engagement with pupil learning leading to good impact.</p> <p>Involves and engages with parents/carers on a regular basis, providing robust feedback, advice and support. Intervenes in a timely fashion with parents/carers to support children   their learning, behaviour and personal, social and emotional development.</p> <p>Is reflective of their practice and actively seeks out appropriate CPD and acts upon this. Co-leads on CPD. Cascades good practice to others. Develops specialism based on strengths.</p> <p>Initiates change/ideas for improvement.</p> <p>Has good self-awareness and emotional awareness skills.</p> <p>Accurate skills of self-analysis and works quickly to address any weaknesses in teaching that lead to accelerated progress and improved attainment. (Within 4 weeks)</p> <p>Confidently liaises with external agencies.</p> <p>Expectations at M4 are of a competent practitioner with some evidence of outstanding practice at this level.</p>	<p>Supports others to develop and improve their practice.</p> <p>Very positive relationships with parents and carers that secures high levels of engagement with pupil learning leading to very good impact. Follows up appropriately and as required leading to high levels of satisfaction from all parties.</p> <p>Intervenes in a timely and effectively fashion with parents/carers that leads to secure and sustained improvements for the child.</p> <p>Evidence of managing challenging parents/carers well and maintains very good relationships.</p> <p>Has very good self-awareness and emotional awareness skills.</p> <p>Accurate skills of self-analysis. Reflective practitioner. Is proactive in identifying appropriate CPD and shares the outcomes with relevant staff. Works rapidly to address any weaknesses. (Within 2 weeks). Good impact of supporting others to improve their practice. Proactive in whole school improvement. Leads on CPD.</p> <p>Good and sometimes outstanding role model to others.</p> <p>Expectations at M6 are of a highly competent practitioner.</p>	<p>place, proactive and actively support a wide range of learners leading to very good and outstanding progress and impact. There is very good evidence that independence in learning is being well developed leading to very good impact.</p> <p>Is proactive and rapidly acts on advice and constructive criticism. This leads to rapid improvements in identified areas over one /two weeks. Monitors and follows up to ensure very good impact.</p> <p>Highly skilled in managing parents and carers that secures high levels of engagement with pupil learning leading to very good and outstanding impact. Astute and effective in all dealings with parents/carers, follows up with high levels of impact and sustained improvements for the child. (PSHE and academic performance and behaviours).</p> <p>A highly reflective practitioner who can accurately pinpoint the developmental needs of others and work with them to improve their practice. Leads on CPD. Effectively cascades CPD appropriately to others, monitors impact, follows up to secure improvements in others.</p> <p>Has acute self-awareness and emotional awareness skills. Highly reflective practitioner able to accurately analyse strengths of themselves and others. Works rapidly to address any weaknesses. (Within a week or sooner!)</p> <p>Actively supports others to address their weaknesses with very good proven impact.</p> <p>The teacher is <b>highly competent</b> in all elements of the relevant standards. The teacher's achievements and contribution to the school are <b>substantial</b> and <b>sustained</b>.</p>
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## **PART TWO: PERSONAL AND PROFESSIONAL CONDUCT**

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

### **Teachers uphold public trust in the profession and maintain high standards of ethics and behaviour, within and outside school, by:**

- ✓ treating pupils with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries appropriate to a teacher's professional position
- ✓ having regard for the need to safeguard pupils' well-being, in accordance with statutory provisions
- ✓ showing tolerance of and respect for the rights of others
- ✓ not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs
- ✓ ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law

**Teachers must have proper and professional regard for the ethos, policies and practices of the school in which they teach, and maintain high standards in their own attendance and punctuality**

**Teachers must have an understanding of, and always act within, the statutory frameworks which set out their professional duties and responsibilities.**

## Appendix 2

### Criteria for teachers at Marish Academy Trust to achieve in order to pass through the threshold to the UPR

At Marish Academy Trust, the criteria a teacher must meet before moving onto the Upper Pay Range are:

- that they are highly competent in all elements of the relevant standards; (the relevant standards are the teachers' standards shown below)
- that their achievements and contribution to the Trust are substantial and sustained.

We have combined the two requirements into the adapted standards below. Additions are shown in green. Teachers who wish to progress through the threshold need to provide evidence of how they are highly competent in each of the eight standards and how their achievements to the school are substantial and sustained. *This evidence needs to be presented in a document showing the enhanced standards written below and giving examples alongside each one with explaining how you meet it and have met it in a sustained and substantial manner over the last two years with a covering letter which asks for your application to pass through the threshold to be considered by the Executive Head and the Headteacher,*

*Please be reflective and open about which areas are strengths and which are still a work in progress. as showing you are a learner who can act on feedback is an essential characteristic of an experienced and effective teacher.*

*You can use examples from your classroom practice, but the word 'substantial' suggests a school wide contribution, so examples should be related to your leadership roles in school, whether these are subject or other team leader roles and describe the impact your achievements and contribution has had on pupils' school or trust wide.*

*Please note that whilst any teacher can apply at any stage of their career to be considered to move to the Upper Pay Scale, at Marish Academy Trust we will only consider applications received between 1<sup>st</sup> September and 31<sup>st</sup> October in any year after the teacher has been on MPS point 6 for at least one year. Thereafter progression to UPS 2 or 3 will only be permitted after two further years at least and only if the two requirements above have been sustained.*

#### Teachers' Standards -PREAMBLE

Teachers make the education of their pupils their first concern **consistently**, and are accountable for achieving the highest possible standards in work and conduct. Teachers act with honesty and integrity; **sustain** strong subject knowledge, keep their knowledge and skills as teachers up-to-date so that they can impact on pupils' learning in a substantial way. Teachers are **consistently** self-critical; forge and **sustain** positive professional relationships; and work with parents in the best interests of their pupils.

#### **PART ONE: TEACHING A teacher must:**

##### **1 Set **consistently** high expectations which inspire, motivate and challenge pupils:**

- ♣ **within their classroom, year group and across the school** establish a safe and stimulating environment for pupils, rooted in mutual respect
- ♣ set goals that stretch and challenge pupils of all backgrounds, abilities and dispositions **including all those you come into contact with across the school**

♣ demonstrate consistently the positive attitudes, values and behaviour which are expected of pupils **and role model these and hold other staff to account for demonstrating them too**

## **2 Promote good progress and outcomes by pupils:**

♣ be accountable for pupils' attainment, progress and outcomes **within their classroom, year group and across the school**

♣ be aware of pupils' capabilities and their prior knowledge, and plan teaching to build on these **for all those you teach across the school, whether in your own class or not**

♣ guide pupils to reflect on the progress they have made and their emerging needs **and support other staff within their team to do the same for their classes**

♣ demonstrate knowledge and understanding of how pupils learn and how this impacts on teaching, **including by disclosing your own learning, strengths and areas for development with colleagues**

♣ encourage pupils to take a responsible and conscientious attitude to their own work and study, **consistently acting as an exemplary role model as a life-long learner.**

## **3 Demonstrate good subject and curriculum knowledge:**

♣ have a secure **and ever evolving** knowledge of the relevant subject(s) and curriculum areas, **but especially any subject area which they lead on**; foster and maintain pupils' interest in the subject, and **consistently** address misunderstandings, **using them to further learning**

♣ demonstrate **a sustained** critical understanding of developments in the subject and curriculum areas, **especially any subject area which they lead on**; and promote **and role model** the value of scholarship **to other staff as well as** to pupils

♣ demonstrate **an ever-evolving** understanding of and take responsibility for promoting **and ensuring** high standards of literacy, articulacy and the **consistent** correct use of standard English, whatever the teacher's specialist subject

♣ if teaching early reading, demonstrate a clear, **consistent and ever evolving** understanding of systematic synthetic phonics

♣ if teaching early mathematics, demonstrate a clear, **consistent and ever evolving** understanding of appropriate teaching strategies.

## **4 Plan and teach well-structured lessons**

♣ impart knowledge and develop understanding through effective use of lesson time **and other learning time**

♣ **consistently model** and promote a love of learning and children's intellectual curiosity

♣ set homework and plan other out-of-class activities to consolidate and extend the knowledge and understanding pupils have acquired **and hold others to account for doing the same**

♣ reflect systematically on the effectiveness of lessons and approaches to teaching **and hold others to account for doing the same, at an appropriate level for their age and stage.**

♣ contribute to the design and provision of an engaging curriculum within the relevant subject area(s) and lead proactively on the intent, implementation and impact of the subject they lead

#### **5 Adapt teaching to respond to the strengths and needs of all pupils:**

♣ know when and how to differentiate appropriately, using approaches which enable pupils to be taught effectively and able to intervene and support other staff to do the same.

♣ have a secure understanding of how a range of factors can inhibit pupils' ability to learn, and how best to overcome these and able to intervene and support other staff to do the same

♣ demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support pupils' education at different stages of development and able to intervene and support other staff to do the same

♣ have a clear understanding of the needs of all pupils, including those with special educational needs; those of high ability; those with English as an additional language; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them. Also able to intervene and support other staff to do the same

#### **6 Make accurate and productive use of assessment:**

♣ know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements and be able to support less experienced colleagues such as ECTs to do the same. Additionally, in the areas where they are a subject leader, be able to hold others to account for following through on agreed assessments.

♣ make use of formative and summative assessment to secure pupils' progress and be able to support less experienced colleagues such as ECTs to do the same. Additionally, in the areas where they are a subject leader, be able to hold others to account for making use of assessments to inform future planning.

♣ use relevant data to monitor progress, set targets, and plan subsequent lessons, role modelling how this is done and hold other staff to account for doing the same

♣ give pupils regular feedback, both orally and through accurate marking, and encourage pupils to respond to the feedback, role modelling how this is done and hold other staff to account for doing the same

#### **7 Manage behaviour effectively to ensure a good and safe learning environment**

♣ have clear expectations, rules and routines for behaviour in classrooms, and consistently take responsibility for promoting good and courteous behaviour both in classrooms and around the school, in accordance with the Trust's behaviour policy

♣ have consistently high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly

♣ manage classes consistently effectively, using approaches which are appropriate to pupils' needs in order to involve and motivate them role modelling how this is done and hold other staff to account for doing the same

♣ maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary, role modelling how this is done and hold other staff to account for doing the same

## 8 Fulfil wider professional responsibilities

- ♣ make a **sustained and substantial** positive contribution to the wider life and ethos of the school **and across the Trust, at least in terms of subject leadership**
- ♣ develop **consistently** effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support **to develop colleagues' practice as well as your own**
- ♣ deploy **and coach and develop** support staff effectively **and flexibly to maximise learning**
- ♣ **consistently** take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues **and sharing their own expertise and skills to support colleagues and their pupils**
- ♣ **consistently** communicate effectively with parents with regard to pupils' achievements and well-being.

### PART TWO: PERSONAL AND PROFESSIONAL CONDUCT

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

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

### Appendix 3 Questions for Mid-Year Performance Appraisal Review (Date)

Appraisees need to have thought about the questions before hand so that the meeting runs smoothly.

Please consider your subject/action plans as well as the subject SEF booklet you have been completing to complete this form. Thank you.

Areas for discussion			
What progress have you made in each of your objectives? Are you on track to meet your objectives? What evidence?	Pupil progress		
	Whole school target		
	Personal		
What is your goal for this term?			
What is the current situation?			
What are your options?			
Do you require any additional support? What would this be?			
Have you had the CPD you requested?			
What has been the impact of this?			
What other CPD do you need?			
How are you managing your work life balance? Do you need support? What would help?			
What have you done that impacts on wider school effectiveness? Some ideas:	Run a club?		
	Organised whole school events?		
	Delivered a PDM?		
	Coached staff?		
	Supported staff in improving their practice?		
	Planned and delivered a parent meeting?		
	Represented the school at an event?		
	Other?		

## **Appendix 4      Pay Appeals Procedure**

The Governing Body is committed to ensuring that appeals against pay decisions meet the requirements of the dispute resolution provisions of employment law.

The process set out below is consistent with dispute resolution provisions of employment law and has been adopted by the school as the means by which appeals against pay decisions are considered.

Teachers may seek a review of any determination in relation to their pay or any other decision taken by the Governing Body (or a committee or individual acting with delegated authority) that affects their pay.

The following list, which is not exhaustive, includes the usual reasons for seeking a review of a pay determination:

That the person or committee by whom the decision was made:

- a) incorrectly applied the school's pay policy
- b) incorrectly applied any provision of the School Teachers' Pay and Conditions 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.

The order of proceedings is as follows:

### **Stage 1: Informal discussion with the appraiser or Headteacher prior to confirmation of pay recommendation**

A teacher who is dissatisfied with a recommendation has the opportunity to discuss the recommendation with the appraiser or headteacher before the recommendation is actioned and confirmation of the pay decision is made by the school. A teacher should do this within 10 working days of being notified of the pay recommendation.

### **Stage 2: A formal representation to the person or governors' committee making the pay determination**

If, having had an informal discussion with the person making the pay recommendation, the teacher believes that an incorrect recommendation has been made, they may make representation to the person (or governor's committee) making the decision within **10 working days**. To begin the process the teacher should submit a formal written statement to the person (or governors' committee) making the determination, setting down in writing the grounds of their disagreement with the pay recommendation.

The teacher is given the opportunity to make representations, including presenting evidence, calling witnesses, and the opportunity to ask questions at a formal meeting with the person (or governors' committee) who will make the pay determination. Following this meeting the person (or governors' committee) will make the pay determination that will be communicated to the teacher in writing **within 5 working days**.

### **Stage 3: a formal appeal hearing with an appeals panel of governors**

Should the teacher not agree with the pay determination, the teacher may appeal the decision **within 10 working days** and have an appeal hearing before an appeal panel of governors.

In the hearing before governors, both the teacher and the management representative will have the opportunity to present their evidence and call witnesses; the parties will also be able to question each other. The panel is permitted to ask exploratory questions.

Having heard the appeal, the panel must reach a decision, which it must relay to the teacher in writing **within 5 working days**, including their rationale for reaching the decision. The appeal panel's decision is final and, as set out in Section 3, paragraph 7 of the STPCD 2018, there is no recourse to the general staff grievance procedure.

#### **Pay Appeals hearings panels**

It is recommended that the panel which hears pay appeals should comprise of three governors who were not involved in previous discussions regarding the teacher's pay determination. Governors on appeals panels should be familiar with the school's pay and appraisal policies.

#### **Pay Appeals Hearing Procedure**

The teacher should be given **10 working days'** notice of the appeal hearing in writing. In addition, the supporting documentation about the teacher's pay matter should be sent with the written notification of the appeal hearing; this will include:

- Appraisal documentation
- Information pertaining to Stage 1 and Stage 2
- Employee's notice of appeal
- Management case statement (this will be a representative from the Stage 2 meeting)

#### **Pay Appeal Hearing**

At the appeal hearing:

Introductions

- Chair introduces everyone and explains what their role is, then outlines the order of the hearing

#### **The employee case**

- Employee or their representative presents employee case providing evidence to support their case, including from witnesses (if any).
- Management representative has the opportunity to question the employee.
- Chair asks questions and subsequently opens the discussion to the panel.

#### **The management case**

- Management representative presents management case, providing any evidence to support their case, including any witnesses.



- Employee or their representative has the opportunity to question the management representative.
- Chair asks questions and subsequently opens the discussion to the panel.

### **Summarising and end of hearing**

- Employee or their representative sums up the employee case.
- Management representative sums up the management case.
- If appropriate, the Chair can sum up the key points on both sides. Chair will then end the hearing, advising the employee that they will receive the panel's decision in writing **within 5 working days**.