



Pay Policy

Aim of The Arbib Education Trust

One community. Many ideas. Everyone's future.

We aim to provide an exceptional education for every child in the Trust through an ethos of collaboration and high aspirations and through the principles of quality learning using curiosity, exploration and discovery.

This policy is linked to the following policies:

- Performance Management policy (including Career Expectations Document)
- Whistle Blowing Policy

Principles

The Arbib Education Trust and each Local Governing Body and its agents will act with integrity, objectivity and honesty in the best interests of each Academy. The Trust will seek to comply with The Equality Act 2010. The Trust will promote equality in all aspects of academy life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

The Trust will, where relevant, be guided by the School Teachers Pay and Conditions Document (STPCD) and the most up to date advice from the DfE including relevant standards e.g. leadership and support staff (Implementing your school's approach to pay - March 2019).

<https://www.gov.uk/government/publications/reviewing-and-revising-school-teachers-pay>

This policy will be reviewed annually by the Trust Personnel Committee.

The Trust will agree the budget to be set for pay, including performance related pay, and will make appropriate decisions in the light of the Trust's financial circumstances and each Academy Improvement Plan (AIP).

Purposes

This policy sets out a clear and consistent framework for determining the pay of all Trust staff. The duty of the Trust is to promote high standards of educational achievement. This policy will be applied to the pay of all staff employed on the 'Trust Contract' to work in the Trust, excluding any staff whose pay is not determined by the Trust.

Guidelines

The Trust will not disclose material relating to any employee, or anyone proposed to be employed in the Trust, nor to any matter which, by reason of its nature, the Trust is satisfied should remain confidential.

Provision and Means of Revising Job Descriptions

The Executive Principal/Headteacher, working with the HR coordinator and HR assistants, will ensure that each member of staff is provided with a job description. Job descriptions may be reviewed from time to time in consultation with the individual employee concerned in order to make reasonable changes in the light of the changing needs of each of the Academies. This would naturally form part of the annual Performance Management review meeting. Job descriptions will identify key areas of responsibility. Job descriptions will show who is responsible for what, and who is responsible to whom; job descriptions will also make clear what responsibilities are common to all posts. All staff will be responsible for reviewing their job descriptions annually.

Support for Staff

All members of staff will be told how the Performance Management Policy and associated training and development affects them and will have the opportunity to review their training and development needs with their Line Manager and if need be, with the Executive Principal/Headteacher. The Trust will observe all health and safety requirements, in particular, as regards working time.

Access to Records

The Executive Principal/Headteacher will ensure reasonable access for individual members of staff to their own employment records.

The Executive Principal

The Executive Principal has the responsibility to act on behalf of the Trust in matters determining the pay of all staff. Annually, the Executive Principal will present to the Trust Pay Committee (TPC) the rationale for all decisions. The TPC will normally consist of the Chair of the Trust, the Chair of the Business Committee and the Sponsor with the Executive Principal and the Finance Director. Once pay determinations have been made, the Executive Principal/Headteacher will inform staff in writing of the outcome of those determinations. Should a member of staff be unhappy with a pay outcome, they have the right of appeal, which is laid down later in this pay policy.

The Executive Principal is responsible for agreeing and reviewing performance objectives for all employees. The Executive Principal may delegate these responsibilities to the Headteachers. The performance of the Executive Principal shall be reviewed by the Chair of the Trust and another Trustee.

This will involve:

- I. Reviewing agreed objectives and progress made against each objective
- II. Reading, reviewing and analysing documents supplied, and giving written advice to the members of the Pay Committee
- III. Holding pre-review meetings with the Executive Principal and through the general line management process
- III. Carrying out any agreed post-review work.

The Trust's Pay Committee (TPC)

The Trust will delegate its powers on pay to the Trust Pay Committee. The TPC may delegate this responsibility to the

Executive Principal/Headteacher in all cases except for that of the Executive Principal, the Headteachers and Finance Director. The Trust is responsible for setting performance management objectives and reviewing the performance and pay of the Executive Principal in accordance with the principles of the Performance Management Policy. The report of the Trust Pay Committee will be placed in the Part 2 confidential section of the Trust's agenda and will either be received or referred back. Reference back may occur only if, either the Trust Pay Committee has exceeded its powers under the policy, or the budget allocated for salaries has been exceeded.

The Executive Principal and the Finance Director will attend this committee in an advisory capacity.

The aims of the Pay Committee are as follows:

1. to achieve the aims of the Trust Pay Policy in a fair and equal manner
2. to gain a clear understanding of the performance management process across the Trust, including the financial implications in alignment with the pay policy
3. to agree outcomes of Performance Management reviews for all staff, including that of the Executive Principal, the Headteachers and Finance director
4. to apply the criteria set by the Trust Pay Policy in determining the pay of each member of staff at the annual review
5. to keep abreast of relevant developments and to advise the Trust Business Committee if the Pay policy needs to be revised

Procedures

The Trust Pay Committee will delegate its powers to the Executive Principal. The Executive Principal will agree all proposed pay decisions with each Headteacher and in discussion with the Finance Director. This will take place during the months of September and October. The Executive Principal and Headteachers must withdraw from that part of the November Pay Committee meeting where the subject of consideration is his or her own pay. A relevant person must withdraw where there is a conflict of interests or any doubt about his/her ability to act impartially.

Executive Principal

- The Trust will, when a new appointment needs to be made, determine the pay to be advertised and agree pay on appointment. The Trust will exercise its discretion in order to secure the appointment of its preferred candidate.
- The Trust will review the performance of the Executive Principal against the performance objectives which will have been set using Blue Sky Performance Management System and make recommendations as to any salary increase when objectives are met.
- The Trust will take into consideration the Schoolteachers' Pay and Conditions Document when determining the starting salary and pay range of the Executive Principal.
- Progression within the Trust ISR will be based against the pre-determined performance objectives and will normally be limited to one point at each pay determination.
- The Executive Principal must demonstrate sustained high quality of performance, with particular regard to leadership, management and student/children's progress before any performance points will be awarded.

Headteacher and Deputy Headteachers(s)

- The Trust will select a Headteacher/Deputy Headteacher pay range, for each Headteacher/Deputy Headteacher, consisting of five consecutive points on the leadership pay spine as set in the

Schoolteachers' Pay and Conditions Document.

- When determining each Headteacher/Deputy Headteacher pay range the Trust will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting a Headteacher/Deputy Headteacher.
- The maximum of the pay range for a Headteacher/Deputy Headteacher must be at least one point below the minimum of the ISR for the Executive Principal and the minimum of the range for the Headteacher/Deputy Headteacher must start higher than the highest point on the pay range for Directors/AHT.
- The Executive Principal, will seek to agree performance objectives annually with the Headteacher and the Headteacher with the Deputy Headteacher using the Blue Sky Performance Management System relating to academy leadership and management and student progress.
- Progression within the pay range will be based on a review of the performance of the Headteacher and Deputy Headteacher against the pre-determined performance objectives and will normally be limited to one point at each pay determination.
- Headteachers/Deputy Headteachers must demonstrate sustained high quality performance and make a strong contribution to the school leadership and management and student/children's progress before any performance points will be awarded.

Directors/AHT

- The Trust will select a pay range for members of the Senior Leadership Team including Directors and AHT. This pay range will consist of five consecutive points on the leadership pay spine as set out in the Schoolteachers' Pay and Conditions Document.
- When determining the pay range the Trust will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting a Director or AHT.
- The maximum of the pay range for a Director/AHT must be at least one point below the minimum of the ISR for the Deputy Headteacher and the minimum of the range for the Director/AHT must start higher than the highest point on the pay range for Leadership Team members.
- The Headteachers will seek to agree performance objectives annually using the Blue Sky Management System with Directors/AHT relating to academy leadership and management and student progress.
- Progression within the pay range will be based on a review of the performance against the pre-determined performance objectives and will normally be limited to one point at each pay determination.
- Directors/AHT must also demonstrate sustained high quality performance and make a contribution to the school leadership and management and student/children's progress before any performance points will be awarded.

Leadership Team (LT)

Members of the Leadership Team (AHT at Primary level, Heads of Faculty, Raising Standards Leaders and SENCO, at secondary level and others at the discretion of the Headteachers) are paid on the leadership pay spine. Salaries of members of the LT will be assessed:

- Annually to take effect from 1 September
- Upon appointment to the Trust
- The Trust will select a pay range for members of the Leadership Team. This pay range will consist of up to a maximum of eight consecutive points on the leadership pay spine as set out in the Schoolteachers' Pay and Conditions Document

- When determining the pay range the Trust will base this on the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruitment
- The maximum of the pay range for a Leadership Team member must be at least one point below the minimum of the ISR for the Director/AHT or in rare cases equal to the minimum and the minimum of the range for the LTM must start higher than the highest point on the pay range of the highest paid classroom teacher
- Line Managers will seek to agree performance objectives annually using the Blue Sky Management System with members of the Leadership Team relating to the Trust leadership and management and student/child progress
- Progression within the pay range will be based on a review of the performance against the pre-determined performance objectives and will normally be limited to one point at each pay determination
- Members of the Leadership Team must also demonstrate sustained high quality performance through the quality of teaching, excellent student/child outcomes for self and faculty, department, year group or area, evidence of whole school improvement and the professional development of colleagues, before any performance points will be awarded

All staff salaries, including those of the Executive Principal, Headteachers and Deputy Headteachers will be reviewed annually on or after 1 September to take effect from 1 September. Any performance related pay increase will be determined and advised at the very latest by the last day in November. This allows for all staff to meet the October (last day of half-term) deadline, for all paperwork to be considered at length so that the appropriate decisions are made on staff pay and performance and for this to be agreed by the Trust Pay Committee.

Reviews may take place at other times of the year to reflect changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.

Leading Practitioners (LP)

- LP will be paid on the Leadership pay scale no higher than any member of the Senior Leadership team (HT, DHT, AHT)
- The Trust will pay a range consisting of a minimum of five to a maximum of eight consecutive points on the pay spine for each LP
- When determining an appropriate range, the Trust will have regard in particular (but not exclusively) to the following criteria:
 1. the nature of the work to be undertaken, including any work with teachers from other schools
 2. the scale of the challenges to be tackled
 3. the professional competencies required of the post holder
 4. any other recruitment considerations which it considers relevant
- The salary of a newly appointed LP shall be that corresponding to the lowest point on that five-point range. The Trust shall, through the Executive Principal, agree performance criteria annually using the Blue Sky Management System with the LP and review performance against those criteria.

LPs must demonstrate sustained high quality of performance in the light of their agreed performance criteria before any performance points will be awarded. This work will include any work undertaken at the schools of other teachers, in higher education facilities and at facilities of the LA elsewhere. In general, this work will link to their own quality of teaching, the development of teaching competency across the academy, other appropriate whole academy improvement work and work supporting student outcomes.

Fast Track Teachers

Where the Trust is empowered to employ newly qualified teachers on a fast-track scheme the relevant staff will attract payment of an additional point on the pay spine, provided that they have not been awarded any points for experience on appointment.

Qualified Teachers

Qualified teachers will be paid with regard to the current national pay scales for qualified teachers. The salaries of teaching staff will be assessed:

- annually to take effect from 1 September
- upon appointment to the school
- at any other time provided for by the School Teachers' Pay and Conditions Document

In order to determine the position on the pay spine the following criteria will be used:

Qualifications

- Qualified teachers will commence at the lowest point of the pay scale for qualified teachers when starting their career and an additional point for every year of service thereafter, performance permitting.
- An additional point may be awarded for a good honours degree (second class 2.1 or above).
- An additional point may be awarded based on the quality of the lesson observation and interview if exceptional.
- One point on the scale may be awarded for each period of three years spent outside teaching, but working in a relevant area. This includes industrial or commercial training, time spent working in an occupation relevant to the teacher's work at the school, and experience with children/young people
- These points will be awarded on a permanent basis.

Performance

- Career expectations have been agreed by all the members of the Slough Association of Secondary Headteachers. They are used in conjunction with the DfE's publication 'Teachers Standards' May 2012 on which they are based.
- The overarching aim of the expectations is to support professional development of teachers throughout their careers. The focus is on progression, thus a teacher who has been in the profession for a number of years, and is paid more as a result, is expected to perform at a higher standard than those at the beginning of their teaching career.
- The expectations are to be used holistically to make a professional judgement about how an individual teacher is performing.
- Generally, one point may be awarded for each year of successful Performance Management using the career expectations document.
- Optional evidence forms can be found in the appendices for each point on the Main Scale.
- The Trust may decide not to award a performance point when a teacher has not met the standards required as part of the career expectations.
- The 'Professional Conduct' expectation is non-negotiable. If a member of staff has received a formal warning for unprofessional conduct in the PM cycle, irrespective of performance in other areas, this will preclude movement up the pay scale for that cycle.

Post Threshold Teachers

- Any teacher eligible to be considered for the upper pay scale must write or email their interest to the Headteacher by the end of September in any PM cycle. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the Upper Pay Range. However, the Headteacher will notify all teachers on MPS5 and 6 at the start of each school year of their eligibility to apply for assessment, MPS 6 this year and MPS5 next year.
- Any teacher wishing to be considered for the Threshold must complete a simple evidence form (in Appendices) set against the main standards in the Career Expectations Document and return it to the headteacher by the end of the first Friday in October.
- Where a teacher is eligible for and successful at threshold assessment, he or she will be placed on point one of the upper pay scale (UPS1) and the pay will be backdated to 1 September.
- Progression on the upper pay scale is not automatic. It is expected that teachers will be on each UPS point for a minimum of two years. It is the responsibility of the teacher to decide whether or not they wish to apply to progress up the UPS scale and they should inform their headteacher at the start of the school year. A simple evidence form (in Appendices) for each point on the UPS scale must be completed to apply to go to the next point on the UPS scale. The evidence form should be returned to the headteacher by the end of the first Friday in October.
- Post threshold teachers must meet the teaching standards and career expectations before being considered for the upper pay scale. In order to move up to the upper pay scale the teacher will need to have met the PM objectives set and provide evidence of whole school improvement, excellent student outcomes and professional development of other colleagues.
- The 'Professional Conduct' expectation is non-negotiable.

Part-Time Teachers

- Teachers employed on an ongoing basis at the school but who work less than a full working day or week are deemed to be part-time. The Trust will give them a written statement detailing their working time, obligations and the mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements. This will include an allowance for non-contact time.
- Part-time teachers are not asked to attend CPD courses on a day that they would not normally work unless it is considered vital to their role in school and no other time was available for them to attend. In these cases, staff are paid for the day. The pay is calculated on 1/365 of their salary. In the case of support staff pay would be calculated on an hourly basis.
- In the case when staff request to attend a course on a day that they wouldn't normally work, this decision is left to the Headteacher's discretion. Part-time teachers with a Teaching and Learning Responsibility (TLR) are paid pro rata unless the Headteacher believes the role will be carried out to the full. This decision is left to the Headteacher's discretion.

Discretionary allowances and payments

Teaching and Learning Responsibilities (TLR)

- All TLR responsibilities are reviewed as part of a whole Trust staff structure review on an annual basis
- The Trust will determine the number of posts carrying each TLR payment
- TLRs may be awarded to teachers who undertake significant specified management responsibilities additional to their normal duties as a classroom teacher
- Fixed term TLRs for time-limited projects, with non-safeguarded payments may be awarded to teachers and /or

support staff in a range between £555 and £13,654 per annum (figures shown are for 1.9.19, and are revised annually).

Additional Payments to Teachers

- The Trust may exercise its discretion to award additional payments to eligible staff who participate in out of school hours learning activities. The rate of pay will be negotiated between the member of staff and the Headteacher and will be not less than an hourly rate based on the member of staff's current salary.
- Teachers who undertake continuing professional development outside the school day will be entitled to an additional flat rate payment in line with the teacher's level of responsibility and size of the commitment
- Where a teacher is assigned and carries out the duties of an Executive Principal, Headteacher, Deputy Headteacher, or Director/AHT, but has not been appointed in an acting capacity the Executive Principal shall, within four weeks, determine whether an allowance should be paid in accordance with the provisions of the School Teachers' Pay and Conditions Document

Recruitment and Retention Points

- This provision now includes a sharper split between awards for recruitment purposes and those for retention
- Recruitment awards are temporary payments that are reviewed annually
- Retention awards are also temporary payments that are reviewed annually
- The points will be in increments of £250 up to a maximum of £5000

Special Education Needs and Disabilities (SEND) Allowances

With effect from September 2010, a SEND allowance of no less than £2,209 and no more than £4,359 per annum (figures shown are for 1.9.19, and are revised annually) is payable to a classroom teacher in accordance with the following:

The relevant body must award a SEND allowance to a classroom teacher:

- In any SEND post that requires a mandatory SEND qualification
- In a special school
- Who teaches students in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service
- In any non-designated setting (including any PRU) that is analogous to a designated special class or unit, where the post –
 1. involves a substantial element of working directly with children with special educational needs and disabilities
 2. requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs and disabilities
 3. has a greater level of involvement in the teaching of students with special educational needs and disabilities than is the normal requirement of teachers through the school or unit within the school or, in the case of an unattached teacher, the unit or service

Where a SEND allowance is to be paid, the relevant body must determine the spot value of the allowance, taking into account the structure of the school's SEND provision and the following factors:

- whether any mandatory qualifications are required for the post

- the qualifications or expertise of the teacher relevant to the post, and
- the relative demands of the post

Unqualified teachers

The Trust, will, when determining on which point to place unqualified teachers on the unqualified teachers' pay scale, when they are appointed, take account of any relevant qualifications and experience. Unqualified teachers will be appointed above the minimum in the following circumstances:

Qualifications

- one point for a recognised overseas teaching qualification
- one point for a recognised post-16 teaching qualification
- one point for a recognised qualification relevant to their subject area

Experience

- One point on the scale for one year's school teaching as an overseas trained teacher
- One point on the scale for one year's service teaching in further education up to a ceiling of four points
- One point on the scale for each period of one year's service teaching in higher education up to a ceiling of four points

Overseas Trained Teachers

The Trust will recognise the agreement as set out by the recent Government changes where most overseas trained teachers gain QTS once they have completed the appropriate forms and they have been signed off by the Trust.

Support Staff

The Headteacher will determine the pay of support staff having regard to the Academy scale for support staff. Appeal procedures are set out below. The Trust will ensure that the salaries of all support staff will be assessed:

- annually using the Blue Sky Management System
- upon appointment to the academy
- at any other time deemed appropriate by the Governing Body

This assessment will be determined by the following criteria:

- responsibilities of the post
- performance of the post holder in accordance with previously agreed objectives, including their overall performance
- in accordance with any career progression scheme for support staff adopted by the academy

Term time plus hours

If a member of support staff works beyond term time only and works Full time or term time plus then that work, the time spent on that work and the timing in the year has to be agreed with the line manager and the Finance

Director/Headteacher who has the overview for the working patterns of all support staff. It is not appropriate for support staff to claim the hours retrospectively.

Overtime payments

- Overtime payments will only be paid if they have been agreed in advance by the appropriate line manager and the Finance Director. It is an expectation that staff cannot claim the first 30-minute period after the end of the working day as overtime, thereafter overtime will be paid every 15 minutes.
- It may be agreed that time worked beyond contractual hours could be paid with time in lieu but this would have to be agreed in advance.
- All staff apart from members of Leadership are eligible for overtime payments if it has been agreed in advance. However, leadership are eligible for overtime payments for teaching eg Saturday mornings or Easter revision classes
- Overtime will be paid as equivalent time.

Pay differentials

Salaries assessed in accordance with this policy will take into account different levels of responsibilities and other material differences between posts and post-holders together with any requirements of the School Teachers' Pay and Conditions Document.

Pensions

The Trust will not promote staff through the grading systems or use other pay flexibilities to assist in securing an employee's improved pension entitlement on retirement.

Access to development opportunities

The Trust believes that access to development opportunities (for example promotion, additional responsibilities) should be available to all staff, whether full or part-time and will advertise their availability within the school.

Equal pay

The Trust recognises the principle of equal pay for work of equal value and for like work in the implementation of this policy. The Trust will take into account the salaries payable in other schools, where possible, in setting levels.

Consultation arrangements

In establishing and in subsequently reviewing the Trust's Pay Policy, the Trust will consider the views of school staff union representatives prior to determining the approved policy. A copy of the pay policy will be made available to every member of staff.

Communication arrangements

The Trust is committed to ensuring that all staff are aware of the Trust's Pay Policy and that the reasons for pay related decisions are understood. The application of the policy will be undertaken in as open a way as possible. However, the salary details of individual members of staff shall remain confidential between themselves and the Executive

Principal/Business Committee/Governing Body/Headteachers/accredited external parties. The Executive Principal is responsible for informing staff of any decisions of the Business Committee.

Initial determination of pay

The Trust will have overall responsibility for all pay matters. The Business Committee and the appointed Trustees for the Executive Principal's pay will have fully delegated powers to make decisions within the pay policy approved by the Trust Board.

Appeals procedure

The Trust has an appeals procedure in relation to pay. All staff will receive a written statement of the determination of their pay. The statement will advise staff of the decision of the Headteacher in respect to salary, give the reasons for the decision and the member of staff's right to appeal to the Trust.

Where a member of staff has an appeal on how his or her pay has been determined, then he or she will be entitled to pursue this through the following procedure:

1. The member of staff should notify the Chair of Trust or Chair of Governors in writing that they wish to appeal, and the grounds for that appeal, within 10 days of receipt of their pay determination
2. S/he must include a statement of the grounds for her/his appeal and some details of the facts on which s/he will rely.
3. The Appeal Committee, at a hearing convened for this appeal, will hear the appeal. The Appeal Committee can be made up of one to three members of the Trust or appropriate Governing Body.
4. The member of staff will normally be given 10 days' notice of the date of the hearing
5. The member of staff shall be entitled to attend the hearing, to make representation and to be accompanied by a friend or member of a recognised Trade Union
6. A designated member of the appropriate Business Committee will present the evidence to support the original decision
7. Both parties may call witnesses
8. The parties will exchange relevant papers no later than 3 working days before the hearing
9. The Appeals Committee will deliberate in private and will convey the decision to all parties within 48 hours
10. The decision of the Trust's Appeal Committee is final
11. Any appellant has the right to see all relevant papers and to be accompanied/represented by a workplace colleague or trade union/association representative.

Such appeals relate only to decisions made by the Trust and not to any determination made under School Teacher's Pay and Conditions provision by accredited external parties.

Review Date: November 2019

Ratified Date: 9 October 2019

2019 Author: Rhodri Bryant

Review Date: October 2020

Performance Management (2019/2020)

Evidence Sheet for M3/4

Positive working relationships with students, colleagues and parents

Please provide bullet points to demonstrate the evidence that you would like to be considered for:

1. Student Outcomes: (Almost all students achieve in line with school expectations)

2. Quality of teaching and learning: (Teaching typically good or better)

3. Whole school Improvement: (These relationships are securely focused on improving provision for students)

4. Development of other colleagues: (Takes a proactive role in accessing relevant support and professional development from colleagues)

Performance Management (2019/2020)
Evidence Sheet for M5/6

Positive working relationships with students, colleagues and parents

Please provide bullet points to demonstrate the evidence that you would like to be considered for:

1. Student Outcomes: (Almost all students achieve in line with school expectations; some exceed them)

2. Quality of teaching and learning: (All teaching at least good; some teaching outstanding)

3. Whole school Improvement: (Professional relationships with students, colleagues and staff lead to excellent class provision)

4. Development of other colleagues: (Fully competent practitioner able to keep up-to-date with changes and adapt practice accordingly)

Performance Management (2019/2020)
Evidence Sheet for UPS1

Please provide bullet points to demonstrate the evidence that you would like to be considered for:

1. Student Outcomes: (Almost all students achieve in line with school expectations; a number exceed them, please provide evidence e.g. Analyse School Performance, 4matrix value added, ALPS scores for post 16)

2. Quality of teaching and learning: (Over time, teaching, learning and assessment is at least good and a significant proportion is outstanding)

3. Whole school Improvement: (plays a proactive role in whole school improvement to improve provision and outcomes)

4. Development of other colleagues: (plays proactive role in leading the professional development of colleagues within their faculty, Key Stage, subject area, pastoral role or beyond)

Performance Management (2019/2020)
Evidence Sheet for UPS2

Please provide bullet points to demonstrate the evidence that you would like to be considered for:

1. Student Outcomes: (Almost all students achieve in line with school expectations; significant number exceed them)
2. Quality of teaching and learning: (Over time, teaching, learning and assessment is at least good and a significant proportion is outstanding)
3. Whole school Improvement: (plays an increasingly proactive role in whole school improvement to improve provision and outcomes)
4. Development of other colleagues: (plays an increasingly proactive role in leading the professional development of colleagues within their faculty, Key Stage, subject area, pastoral role or beyond)

