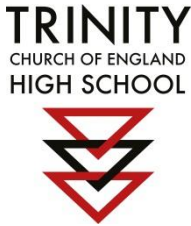


## PERFORMANCE MANAGEMENT POLICY

 <p><b>TRINITY</b> CHURCH OF ENGLAND HIGH SCHOOL</p>	<b>Reviewed by:</b>	Finance and Resources Committee
	<b>Approved by:</b>	Full Governing Body
	<b>Date approved:</b>	15 <sup>th</sup> July 2025
	<b>Date adopted:</b>	1 <sup>st</sup> September, 2025
	<b>Next review due by:</b>	End of 2027/28 academic year

### AIM/PURPOSE

This policy sets to positively affirm staff performance and supports a culture of staff development and flourishing through consistent progression through the pay scales. It is a framework for a clear and consistent system of support and assessment of the overall performance of all staff in the school. The policy works with all staff in their professional development within the context of the school's plan for improving educational provision and performance, and where relevant, relates to the standards expected of teachers. The performance management policy for teachers applies to the Head and to all teachers employed by the school, with the expectation of teachers on contracts of less than one term, those undergoing induction (ECTs) and those who are subject to capability procedures. The performance management policy for support staff refers to all employees other than teachers.

### GENERAL PRINCIPLES

The school is committed to developing all staff. Performance management involves a shared commitment to high performance in the school and is a supportive and developmental process designed to ensure that all teachers and support staff have, or fully develop, the skills and access to support they need to carry out their role effectively. It will help to ensure that teachers and support staff are able to continue to improve their professional practice and to develop as professionals.

### PERFORMANCE MANAGEMENT POLICY FOR TEACHERS AT TRINITY CHURCH OF ENGLAND HIGH SCHOOL

1. The Governing Body has responsibility for ensuring that the performance of staff is regularly reviewed and monitored for the Performance Management process. The Head is responsible for implementing the policy and ensuring that Performance Reviews take place.
2. The Head will be appraised by two representatives of the Governing Body, supported by a suitably skilled and/or experienced external adviser who has been appointed by the Governing Body for that purpose. In assessing the performance of the Head, the Governing Body will consult the external adviser. Where the Head is of the opinion that any of the governors appointed by the Governing Body under this regulation are unsuitable for professional reasons, he may submit a written request to the Governing Body for that governor to be replaced, stating reasons.
3. The Head will carry out six monthly and end of year Leadership Team Reviews. In the case where the Head is not the teacher's line manager, the Head will delegate the duties to a Reviewer. All reviewers will have Qualified Teacher Status. Where a teacher is of

the opinion that the person to whom the Head has delegated the Reviewer's duties is unsuitable for professional reasons, he/she may submit a written request to the Head for the Reviewer to be replaced, stating reasons. Where it becomes apparent that the Reviewer will be absent for the majority of the cycle or is unsuitable for professional reasons, the Head may delegate the duties to another teacher. Where the Reviewer is not the line manager he/she will have an equivalent or higher status than the teacher's line manager.

4. The one-year performance management cycle timetable will begin with a planning meeting in September, at which objectives will be agreed and recorded. A half-yearly review meeting will take place during the Spring Term and a formal review of targets will take place in September the following year. Planning and reviews must be completed by 31 October for teachers and 31 December for the Head.
5. 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 the policy. The length of the period will be determined by the duration of contract.
6. Each member of staff will agree three specific, challenging, time-related and measurable objectives linked to the reviewee's overall performance against the Teachers' Standards. They will be appropriate to the employee's role, seniority and level of experience. They will also take into account any professional aspirations or development.
7. All the objectives set will be linked to school and department (or team) improvement plans.
8. All the objectives set will, if achieved, contribute to improving student outcomes (academic and pastoral), education provision, reputation, education support and overall Academy performance.
9. All teachers, will under the stated guidance, select their own objectives in conversation with the PM reviewer, and with input from other middle and senior leaders where relevant and appropriate to line management.
10. Guidance on objectives: There should be no more than three objectives set and they must explicitly set out how teachers will meet the 'Teacher's standards', contribute to the achievement of all students in GCSE / A-Level classes progressing as well as similar students perform nationally. The first objective for all teaching staff will be meeting all areas of the 'Teacher's standards'. Further objectives may include, but are not limited to:
  - Quality of teaching & learning (e.g. improving quality of planning/preparation/assessment; to demonstrate consistently "good" or better teaching & learning).
  - Overall pupil/student progress (e.g. attainment, attendance, behaviour; either individual objectives, or contribution to the Academy and/or department targets).
  - Contribution to wider academy, implementing policy/practice (e.g. research and share ideas on wider ranges of approaches to assess education, successfully lead literacy strategies; support monitoring of SEND children).
  - Leadership/management if applicable (e.g. if the individual has a TLR, they should have an objective linked to that area of work; or an objective linked to working with or developing other classroom staff).

11. The Reviewer and reviewee will seek to agree the objectives but, where a joint agreement cannot be made, the Reviewer will make the decision. The Reviewer will record these objectives on 'Every HR'. The teacher will review the performance management report as soon as practicable following the end of each performance management period.
12. The Head or his representative will moderate the planning statements to check that the plans recorded in the statements of teachers at the school:
  - Are consistent between those who have similar experience and similar levels of responsibility;
  - Comply with the school's performance management policy, the regulations and the requirements for equality legislation.
  - Contribute to school improvement.
13. The performance management documentation, where applicable, can include:
  - An assessment of the teacher's performance of their role and responsibilities against the Teachers' Standards.
  - Where relevant, the outcomes of the 'Leadership Showcase';
  - The outcomes of the positive professional conversations conducted during subject leader monitoring;
  - Attendance data;
  - For those on Trinity upper pay scales, evidence of substantial and sustained contribution to the school's development will be required;
  - For those on TLRPs, the outcomes of regular formal meetings with senior management will be included;
  - An assessment of the teacher's training and development records and record of the year's training undertaken to be recorded by the reviewee on the 'Every HR' training record.
14. In appraising the meeting of a target, MET, NOT MET or PARTIALLY MET are to be used by the reviewer.
15. Good management with clear expectations and appropriate support will go a long way towards identifying and handling weaknesses in performance. Structured line management of all teaching staff through the deputy heads, sets out clear expectations and appropriate support for staff performance. Records of all monitoring are standardised and discussed with subject leaders at half termly link meetings. These are minuted and staff welfare, performance and development are a rolling agenda item. Any concerns about staff performance are identified in these meetings and relevant support measures and training made available to staff.
16. The Performance Management information will be treated with confidentiality at all times; held electronically on Every HR. The reviewee's line manager will be provided with access to the reviewee's planning information upon request, where this is necessary to enable the line manager to discharge his/her management responsibilities. Reviewees will be told of the request and who has been granted access. The principles and provision of the Data Protection Act should be followed.
17. Relevant information from review statements may be taken into account by those who have access to them in making decisions, in advising those responsible for taking decisions or making recommendations about disciplinary matters including dismissal.
18. Continued professional development will be linked to performance management. Training and development needs may be identified and suggested by line managers and

reviewers during monitoring and daily working practices. They may all be requested by the reviewee on Every HR.

19. Where there are concerns about any aspects of an individual's performance, he or she will receive support as part of the performance management process. The reviewer will meet a senior manager to discuss the concerns. Following that, the reviewee, reviewer and senior manager will meet to put an action plan in place with agreed time boundaries for improvements.  
The reviewee may be accompanied by a friend or their trade union representative to meetings if concerns arise about performance and there is a possibility that there could be a transition to the capability procedure. If there are serious concerns about progress of a reviewee's performance, he/she will be notified in writing that the performance management process no longer applies and that performance will be managed under the capability procedure. Do we need new action plan documents as appendix?
20. The Head will provide the Governing Body with a report on the operation of the school's performance management policy. The report will not contain any information which would enable individuals to be identified, but will include:
  - The operation of the performance management policy;
  - The effectiveness of the school's performance management procedures;
  - Teachers' training and development needs.
21. A reviewee may record his/her dissatisfaction with aspects of the statement and appeal. Where these cannot be resolved with the Reviewer, the reviewee may raise his or her concerns with the Head. Where the Head is the Reviewer, concerns should be raised with the Chair of Governors.
22. Performance management planning and review statements will be retained for a minimum of six years.

#### PERFORMANCE MANAGEMENT POLICY FOR SUPPORT STAFF AT TRINITY CHURCH OF ENGLAND HIGH SCHOOL

1. The one-year performance management cycle for support staff, will begin with a planning meeting in September, at which objectives will be agreed and recorded.
2. Each member of staff will agree two objectives. These need to be SMART (Specific, Measurable, Achievable, Realistic & Time-bound). One would relate to the role and tie in with the School Development Plan, the second objective should relate to personal development related to the role.
3. Continued professional development will be discussed, training and development needs will be given to the CPD coordinator.
4. Where there are concerns about any aspects of an individual's performance, he or she will receive support as part of the performance management process. The reviewer will meet a senior manager to discuss the concerns. Following that, the reviewee, reviewer and senior manager will meet to put an action plan in place with agreed time boundaries for improvements.
5. The Reviewer will record objectives on 'Every HR'.

## MONITORING AND EVALUATION

The policy will be reviewed at Leadership Group level and with staff through the Performance Management process. Any changes to the policy will be the responsibility of the Governors' Finance and Resources Committee and ratified by the Full Governing Body.