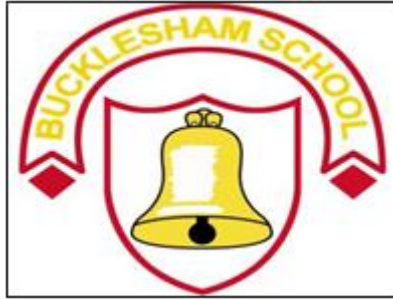


# Appraisal policy

Bucklesham Primary School



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## **APPRAISAL POLICY**

### **Bucklesham Primary School**

The governing body of Bucklesham Primary School adopted this policy on October 2025 following consultation with staff and school representatives of recognised unions

#### **1. Purpose**

This policy, along with the school's Pay Policy, provides a framework for the clear and consistent assessment of overall performance of all staff employed at Bucklesham primary School. It sets out arrangements for supporting staff development within the school's plan for improving educational provision and performance.

Performance management reviews are designed to be a supportive process as well as offering opportunities for development to ensure that all staff have the skills and support they need to carry out their role effectively.

This policy aims to:

- Set out the arrangements for appraising teachers and support staff, including the process and the responsibilities of individuals
- Ensure consistency and fairness across the school
- Create a process where teachers' and support staff's professional development is supported and encouraged, in the context of the school's latest Ofsted report, our school improvement plan and the Teachers' Standards
- Ensure teachers and support staff have the skills and knowledge they need to fulfil and excel in their role and provide an excellent education to our pupils

The minimum national requirements for teachers' appraisal in maintained schools are set out in [The Education \(School Teachers' Appraisal\) \(England\) Regulations 2012](#).

This policy is based on the [model policy](#) produced by the Department for Education (DfE).

#### **2. Application of the policy**

This policy applies to all staff, with the exception of those:

- On contracts of less than one term

Undergoing induction (including Early Career Teachers (ECTs) arrangements for ECT

appraisal will follow our ECT induction policy, and the statutory induction process for ECTs) or probationary procedures

- Who are subject to formal capability procedures.

The policy should be applied in a way that is robust whilst minimising the impact on workload for all involved in the process.

In this policy, the term 'teacher' refers to classroom teachers, middle and senior leaders, and the headteacher and the term 'support staff' refers to Teaching Assistants and Office Administrators. Where relevant, we have added further detail regarding arrangements for headteachers.

### **3. The appraisal period**

Normally, the appraisal period will run for twelve months from 1<sup>st</sup> September for teacher and Headteacher and end on 31<sup>st</sup> August each year. The appraisal period for support staff will run from 1<sup>st</sup> April to 31<sup>st</sup> March each year. A longer or shorter appraisal period may apply for appointments starting part way through the academic year. Timescales for the completion of annual performance reviews and pay awards are detailed in the school's Pay Policy.

An interim review meeting may be conducted around February/March for teachers, April/May for Headteacher and September for support staff each year. This meeting will be to discuss individual performance objectives to determine whether any additional support or coaching is needed.

Members of staff 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 appraisal period will be determined by the duration of their contract.

It is intended that teachers will have had their annual appraisal meeting and received their appraisal report by 31 October and support staff by 30 April. It is intended that the headteacher will have had their annual appraisal meeting and received their appraisal report by 31 December.

### **4. Appointing appraisers**

Appraisers are responsible for setting objectives, reviewing performance and agreeing arrangements that support continued professional development.

The Headteacher will be appraised by the governing body. In this school, the task of appraising the Headteacher, including the setting of objectives, will be delegated to 3 non-parent Governors, supported by an external advisor appointed by the governing body. The Headteacher will be responsible for the appraisal of teachers and support staff.

Should a member of staff feel that any person appointed as their appraiser is unsuitable for professional reasons, they may submit a request to the Headteacher (or the Chair of the governing body in the case of the Headteacher) for that appraiser to be replaced, stating the reasons for their request. The school will consider any such request. Where the school's view is that it is not appropriate (or possible) to change the appointed appraiser, its reasons will be explained in full. Consideration will also be given to other arrangements (for example, additional moderation of reviews or support during review meetings) which aim to ensure fair application of the appraisal process.

## **5. Setting objectives**

Objectives must contribute to the school's plans for improving its educational provision and performance. Appraisers will therefore be expected to align individual objectives with the school's priorities.

Objectives should also:

- Be SMART (Specific, Measurable, Achievable, Realistic and Time-bound);
- Be well defined so that the appraisee and appraiser are clear what success looks like;
- Be appropriate to the employee's role and level of experience whilst considering their professional aspirations;
- Be appropriate with supporting the employee's work life balance.

Typically, a maximum of 3 objectives will be set in any appraisal period. Objectives may include the following:

- One contributing to performance and improving pupils education at the school,
- One related to professional development of teaching and learning practices, following feedback from lesson observations,
- One related to personal development, in the context of the school's current school improvement priorities.
- Additional objectives may be set, for example, relating to intervention strategies, behaviour management, development of pedagogy or providing feedback.

For staff with roles not directly involved in the delivery of/supporting teaching and learning, some flexibility around points 1 and 2 above will be necessary, to ensure objectives reflect the core purpose of their role. For example, objectives may refer to the individual's broader contribution to teaching and learning or work of the school that support this. In all cases, objectives should always contribute to the school's improvement priorities and reflective practice.

Objectives will be set, following discussion(s) with the individual, before, or as soon as practicable after, the start of each appraisal period. The appraiser and appraisee will seek to agree the objectives but, if that is not possible, the appraiser may determine the objectives. However, every reasonable effort should be made to resolve any 'dispute' regarding objectives at an early stage.

Objectives should be set out and agreed in the performance management/appraisal planning statement along with details of any training, coaching and support which may have been agreed. The planning statement should also indicate the criteria considered when reviewing performance, including any arrangements for lesson or task observation where appropriate.

Objectives may be revised if circumstances change.

*It is important for appraisers to discuss individuals' workload, wellbeing, working hours, flexible working opportunities, and career aspirations in a supportive manner.*

## **6. Relevant professional standards**

The school's Pay Policy sets out the professional standards and expectations the employee will be assessed against, and appraisers should ensure that all employees are clear about these at the start of each appraisal period.

Reflective practice is an essential part of continuous professional development for all staff, and self-evaluation is encouraged in all roles. Teaching staff should consider their development in relation to the Teachers' Standards and may find it helpful to complete a self-evaluation (see Appendix 2) which may assist with their annual review.

Headteacher standards:

[Headteachers' standards - GOV.UK](#)

Teachers' standards:

<https://www.gov.uk/government/publications/teachers-standards>

Support staff may refer to professional standards or competency frameworks relevant to their roles, for example, including the:

School business management competency framework:

[School business management competency framework - GOV.UK \(www.gov.uk\)](#)

Professional standards for teaching assistants:

[Professional standards for teaching assistants \(skillsforschools.org.uk\)](#)

[https://neu.org.uk/sites/default/files/2023-06/TA%20Standards\\_only.pdf](https://neu.org.uk/sites/default/files/2023-06/TA%20Standards_only.pdf)

[Professional standards for HLTAs](#)

## **7. Observation**

Observation of classroom practice and other responsibilities are a way of assessing performance, to identify strengths and any areas for development, coaching and training leading to improving the quality of teaching and attainment of pupils.

Observations will be carried out in an objective, fair, professional and supportive manner and the results will remain confidential to those who need to know details as part of their jobs

All observation will be carried out in a supportive manner. The amount and type of observation will depend on the individual circumstances of the member of staff and the overall needs of the school. However, within the appraisal process, observation will not normally exceed three hours.

Classroom observations will be carried out by those with QTS, following the Classroom Observation Protocol in Appendix 1. A week's notice will be given and feedback provided within 5 days.

Teachers (including the Headteacher) who have responsibilities outside the classroom should also expect to have their performance assessed.

## **8. Other sources of information**

The appraisal process should enable staff to demonstrate their overall performance and information from a range of sources may support assessment as set out in paragraph 11 of this policy and the school's Pay Policy.

In addition, the Headteacher or others with responsibility for standards may conduct other observations, learning walks or "drop in" observations to evaluate the standards of teaching and learning and to check that high standards of professional performance are established and maintained. The length and frequency of such observations, learning walks or "drop in" sessions will vary depending on specific circumstances. They will usually last for 15-20 minutes and staff will be given a week's notice of them. Feedback will be given within 5 working days.

When assessing overall performance, depending on the nature and scope of the role, objectives, development needs and any relevant professional standards, evidence may include:

- Feedback from formal lesson or task observations;
- Professional conversations following learning walks or "drop in" sessions. For staff with roles not directly involved in the delivery of/supporting teaching and learning, this might include professional conversations regarding interactions with colleagues, pupils, parents and members of the school community and/or informal feedback on tasks undertaken;

- Reviews of assessment results;
- Reviews of schemes of work and/or lesson planning records;
- Reviews of children's work;
- School reviews or reviews of extra-curriculum provision;
- Moderation within and across schools;
- Pupils' voice;
- Parents' voice;
- Continuous Professional Development (CPD) records.

## **9. Development and support**

Appraisal is a supportive process which will be used to inform continuing professional development. The school expects all members of staff to take responsibility for improving their teaching and other work through appropriate professional development. Professional development will be linked to school improvement priorities and the ongoing professional development needs/priorities of individual members of staff.

CPD requests will be considered based on the needs of the school and budget constraints as below:

- Is essential for the member of staff to meet their objectives, and
- Will help the school to achieve its priorities.

Please note should a member of staff receive significant investment in their professional development (£1,000 - £5,000 per year including supply cover) and then decide to leave the school, the Governing Body may require repayment of the funding on the following scale:

- Employee leaves within 6 months of completing CPD – full repayment
- Employee leaves within 1 year of completing CPD – 50% repayment

If the investment in professional development has been in excess of £5,000 (including supply cover) and the member of staff then decides to leave the school, the Governing Body may require repayment of the funding on the following scale:

- Member of staff leaves within 12 months of completing CPD – full repayment
- Member of staff leaves within 2 years of completing CPD – 50% repayment

In all cases, the member of staff may choose to arrange for the repayment from their new school (if applicable).

## **10. Reviewing performance**

At the end of the appraisal period, an assessment of overall performance will be made by the appraiser against their objectives. This assessment is the end point of the annual appraisal process, but performance and development priorities will be reviewed and assessed on a regular basis throughout the year. As indicated above, an interim review of performance will normally be conducted around Spring for teachers, Summer for Headteacher and September for support staff each year.

Reducing unnecessary workload should be at the forefront of any considerations around implementing appraisal processes.

## **11. The appraisal report:**

Each member of staff will receive a written appraisal report as soon as practicable following the end of each appraisal period (usually within 5 days) and will have the opportunity to comment on it, in writing and sign it. The appraisal report will include:

- Details of the individual's objectives and whether further support and coaching are required
- An assessment of the individual's overall performance against the requirements of their job description/role, their objectives, progress in relation to agreed CPD, all relevant professional standards/expectations and, where relevant, teaching practice
- An assessment of the individual's training and development needs and any support required. (This should inform the planning process for the following appraisal period)

Arrangements for the consideration of pay and any appeal are described in the school's Pay Policy. Staff can appeal to the Headteacher, and the Headteacher can appeal to the governing board, if they disagree with the contents of the report and the pay recommendation it makes.

A template appraisal report can be found in appendix 3.

## **12. Feedback and dealing with any concerns about performance**

All staff will receive constructive feedback on their performance throughout the year and as soon as practical after any observation has taken place or any other concern has emerged. Feedback will highlight areas of strength and informal focused support and coaching.

If it becomes clear a teacher or staff member is having difficulties at any point during the appraisal period, they will be provided with additional support. This will begin with a meeting with the Headteacher, where the problem will be discussed and potential solutions identified. A performance improvement plan may be created. The nature of the support will be based on the individual's circumstances. For example, teachers whose difficulties are linked to a long-term health condition may be referred to the occupational health service. Teachers new to the school may be given a mentor or

coach. The concerns may be of a nature that would usually involve beginning the capability procedure. In these cases, refer to our capability policy and the following section.

The appraiser or Headteacher will meet with the employee to:

- Give specific feedback with examples of where standards have not been met, and identifying the appropriate support to help the employee improve
- Give the employee the opportunity to discuss the concerns and areas for improvement
- Agree any support for coaching, mentoring, training and structured observations to help address the areas for improvement
- Inform the employee how and when the appraiser will review progress. (It may be appropriate to revise objectives, and it will be necessary to allow a reasonable period for improvement.)
- Clarify that the school will expect improvement at the end of the review period and explain the consequences and process if no, or insufficient, improvement is made.
- Be clear that any improvement must be sustained.

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

### **13. Transition to capability**

If the appraiser/Headteacher is not satisfied with progress within the time specified, the employee will be notified in writing that the appraisal system will no longer apply, and their performance will be managed under the school's capability procedure. They will be invited to a formal capability meeting and procedures will be conducted as described in the school's Capability Policy (template letter PM2 – Confirmation of advice and support offered).

Teacher Appraisal Guidance for schools 2024 states *“Teachers and school leaders should normally only enter capability procedures when there is unsatisfactory progress made with their work performance that the appraisal process, including the informal support mechanisms have been unable to address.”*

## **General principles underlying the Appraisal Policy**

### **Confidentiality**

The appraisal process will be treated with confidentiality. However, the desire for confidentiality does not override the need for the Headteacher and governing body to quality-assure the operation and effectiveness of the appraisal procedures/pay decisions and share necessary information with those involved in their administration. Appraisal information will be anonymised when information is reported to the governing board. Appraisal records will be kept securely in the staff member's personnel file.

### **Consistency of treatment and fairness**

The governing body is committed to ensuring consistency of treatment and fairness. The school's commitments in its Pay Policy to acting in accordance with the principles of public life (objectivity, openness and accountability) apply equally to its arrangements for appraisal. The school will abide by all relevant equality legislation, including, as amended:

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010.

The governing body will promote equality in all aspects of school life, particularly regarding all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development.

### **Definitions**

Unless indicated otherwise, all references to "teacher" include the Headteacher.

### **Monitoring and Evaluation**

The governing body and Headteacher will monitor the operation and effectiveness of the school's appraisal arrangements. This policy will be reviewed every 2 years. The Headteacher will provide the Governing Body with a written report on the operation of the school's appraisal policy, annually, including information on training and development needs and whether there have been any appeals or representations regarding appraisal procedures. The report will not contain any information which would enable any individual to be identified.

### **Retention**

The Governing Body and Headteacher will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

**Links with other policies**

Pay Policy

Capability Policy

ECT (Early Career Teacher) Induction Policy

## APPENDIX 1 – CLASSROOM OBSERVATION PROTOCOL

The Governing Body is committed to ensuring that classroom observation is developmental and supportive and that those involved in the process:

- Carry out the role with professionalism, integrity and courtesy
- Evaluate objectively, acknowledging any circumstances which may affect performance on the day
- Report accurately and fairly
- Respect the confidentiality of the information gained.

The amount and type of classroom observation will depend on the individual circumstances of the member of staff and the overall needs of the school. In keeping with the commitment to supportive and developmental classroom observation those being observed will be notified not less than 5 working days in advance.

Wherever practicable, the arrangements for classroom observation will be included in the appraisal plan and/or report. As appropriate, this will include the amount/duration of observation, its primary purpose, when during the appraisal cycle the observation will take place and who will conduct the observation. Although classroom observation will be undertaken in line with this plan, other information gathered during the observation will be used, as appropriate, for a variety of purposes including informing the school's self-evaluation and school improvement strategies. This is consistent with the school's commitment to streamlining data collection to reduce administrative and workload burdens on staff.

Where concerns about performance arise during the appraisal period it may be necessary to agree classroom observations in addition to or that vary those recorded at the beginning of the appraisal period. In these circumstances, the appraisal plan will be updated. Classroom observations will only be undertaken by those with QTS. In addition, classroom observation will only be undertaken by those who have been trained in classroom observation and in the provision of constructive and supportive feedback in the context of professional dialogue between colleagues. The Headteacher will seek to discharge their responsibility for monitoring the quality of teaching and learning primarily through the planned classroom observations. Observers will be required to make an assessment about the quality of teaching and learning.

Verbal feedback will be given as soon as possible after the observation. It will be given during directed time, in a private environment. Written feedback will follow. If issues emerge from an observation that were not part of the focus as recorded in the appraisal plan these should also be covered in the written feedback and the appropriate action taken. No written notes in addition to the written feedback will be kept. The teacher may append written comments on the feedback document.

## APPENDIX 2 - TEACHERS' STANDARDS SELF-EVALUATION

Please review these standards before your target setting meeting. They should inform the current targets and any professional development that you may need which should be discussed at the meeting.

<b>PART 1 TEACHING SELF EVALUATION</b>				
	<b>Weak</b>	<b>Developing</b>	<b>Embedded</b>	<b>Strength</b>
<b>1. SET HIGH EXPECTATIONS WHICH INSPIRE, MOTIVATE AND CHALLENGE STUDENTS</b>				
1(a) establish a safe and stimulating environment for students, rooted in mutual respect				
1(b) set goals that stretch and challenge students of all backgrounds, abilities and dispositions				
1(c) demonstrate consistently the positive attitudes, values and behaviour which are expected of students				
<b>2. PROMOTE GOOD PROGRESS AND OUTCOMES BY STUDENTS</b>				
2(a) be accountable for students' attainment, progress and outcomes				
2(b) be aware of students' capabilities and their prior knowledge, and plan teaching to build on these				
2(c) guide students to reflect on the progress they have made and their emerging needs				
2(d) demonstrate knowledge and understanding of how students learn and how this impacts on teaching				
2(e) encourage students to take a responsible and conscientious attitude to their own work and study				
<b>3. DEMONSTRATE GOOD SUBJECT AND CURRICULUM KNOWLEDGE</b>				
3(a) have a secure knowledge of the relevant subject(s) and curriculum areas, foster and maintain students' interest in the subject, and address misunderstandings				
3(b) demonstrate a critical understanding of developments in the subject and curriculum areas, and promote the value of scholarship				
3(c) demonstrate an understanding of and take responsibility for promoting high standards of literacy, articulacy and the correct use of standard English, whatever the teacher's specialist subject				
3(d) if teaching early reading, demonstrate a clear understanding of systematic synthetic phonics				
3(e) if teaching early mathematics, demonstrate a clear understanding of appropriate teaching strategies				
<b>4. PLAN AND TEACH WELL STRUCTURED LESSONS</b>				
4(a) impart knowledge and develop understanding through effective use of lesson time				

4(b) promote a love of learning and children's intellectual curiosity				
4(c) set homework and plan other out-of-class activities to consolidate and extend the knowledge & understanding students have acquired				
4(d) reflect systematically on the effectiveness of lessons and approaches to teaching				
4(e) contribute to the design and provision of an engaging curriculum within the relevant subject area(s)				
<b>5. ADAPT TEACHING TO RESPOND TO THE STRENGTHS AND NEEDS OF ALL STUDENTS</b>				
5(a) know when and how to differentiate appropriately, using approaches which enable students to be taught effectively				
5(b) have a secure understanding of how a range of factors can inhibit students' ability to learn, and how best to overcome these				
5(c) demonstrate an awareness of the physical, social and intellectual development of children, and know how to adapt teaching to support students' education at different stages of development				
5(d) have a clear understanding of the needs of all students, including those with SEN; those of high ability; those with EAL; those with disabilities; and be able to use and evaluate distinctive teaching approaches to engage and support them.				
<b>6. MAKE ACCURATE AND PRODUCTIVE USE OF ASSESSMENT</b>				
6(a) know and understand how to assess the relevant subject and curriculum areas, including statutory assessment requirements				
6(b) make use of formative and summative assessment to secure students' progress				
6(c) use relevant data to monitor progress, set targets, and plan subsequent lessons				
6(d) give students regular feedback, both orally and through accurate marking, and encourage students to respond to the feedback				
<b>7. MANAGE BEHAVIOUR EFFECTIVELY TO ENSURE A GOOD SAFE LEARNING ENVIRONMENT</b>				
7(a) have clear rules and routines for behaviour in classrooms, and take responsibility for promoting good and courteous behaviour both in classrooms and around the school, in accordance with the school's behaviour policy				
7(b) have high expectations of behaviour, and establish a framework for discipline with a range of strategies, using praise, sanctions and rewards consistently and fairly				
7(c) manage classes effectively, using approaches which are appropriate to pupils' needs in order to involve and motivate them				

7(d) maintain good relationships with pupils, exercise appropriate authority, and act decisively when necessary.				
<b>8. FULFIL WIDER PROFESSIONAL RESPONSIBILITIES</b>				
8(a) make a positive contribution to the wider life and ethos of the school				
8(b) develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support				
8(c) deploy support staff effectively				
8(d) take responsibility for improving teaching through appropriate professional development, responding to advice and feedback from colleagues				
8(e) communicate effectively with parents with regard to pupils' achievements and well-being.				

**Appendix 3 – Appraisal template**
**Teacher Appraisal — Bucklesham Primary School**

<b>Name of appraisee:</b>	<b>Post held:</b>
<b>Name and role of line manager/appraiser:</b>	
<b>Date of planning meeting:</b>	<b>Date of review:</b>

Intent	Implementation	Impact	Training and development needs/

<b>Mid Term Review Date</b>
1.
2.
3.
<b>End of Year review</b>
1.
2.
3.

Teacher's signature:..... Date:.....

Line manager's signature:..... Date:.....

#### Appendix 4: appraisal timeline

DATE	ACTION
First day of autumn term	Appraisal cycle begins for Teachers and Headteacher
September / October	Teachers: Appraisal meeting held to review the previous appraisal period. Discuss and set objectives, inform teachers of the standards their performance will be assessed against
31 October	Appraisal process is completed for teachers, deadline for appraisal reports to be sent
31 December	Appraisal process is completed for the headteacher, deadline for appraisal report to be sent
March/April	Mid-term review for teachers
April	Teaching Assistants and Office Administrators: Appraisal meeting held to review the previous appraisal period. Discuss and set objectives, inform teachers of the standards their performance will be assessed against
30 April	Appraisal process is completed for teaching assistants and Office Administrators, deadline for appraisal reports to be sent
Termly throughout the year	Meetings held to review progress
Throughout the year	Formal and drop-in observations and monitoring take place, constructive feedback is provided

## Summary of changes to the policy

<b>Document control</b>			
<b>Date</b>	<b>Section(s)</b>	<b>Update(s)</b>	<b>Notes</b>
28/08/20	ALL	Layout, numbering and presentation	
28/08/20	Section 11	Removed informal and formal stage of appeal as now only formal stage.	
28/08/20	Section 13	Transition to capability referenced PM2 letter	
28/08/20		Added summary of changes	
26/08/21	Section 2	NQTs changed to ECTs – Early Career Teachers	
17/08/2022	throughout	Highlighted sections for school to complete in yellow in V3	
17/08/2022	Appendix 2	Self-evaluation form updated and columns merged	
03/11/2023	Section 6	Link updated for school business manager competency framework	
03/11/2023	Section 6	Link updated for professional standards for teaching assistants	
03/11/2023	Section 13	Added title of template letter PM2	
09/10/2024	Section 4	Rewording of objectives examples	
09/10/2024	Section 11	Reworded and simplified section	
12/12/2024	Section 1	Reworded and simplified section. Previous section 1 and 2 amalgamated.	
12/12/2024	Section 1	Added fourth bullet point around minimising impact on workload	
12/12/2024	Section 2	Additional wording added around interim review and support	
12/12/2024	Section 3, 5 & 6	Removal of reference to performance related pay	
12/12/2024	Section 7	Rewording of section and removal of point regarding pupil progress	
12/12/2024	Section 8	Reworded and simplified	
12/12/2024	Section 9 & 10	Removal of reference to performance related pay and simplified	
12/12/2024	Section 12	Added reference to teachers appraisal guidance for schools.	
12/12/2024	Appendix 1	Reworded and simplified final paragraph	
12/12/2024	Paragraph 9	Reviewing performance will be addressed changed to assessed.	
12/12/2024	Appendix 1, para4	Judgement is no longer therefore changed word to assessment	