

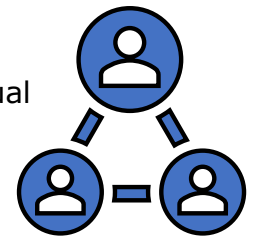


Headteacher Performance Management

Louise Welcome and Carol Vigor, Associate Advisers – Governor Services

The cycle of performance management for all staff completes during the autumn term, and targets for the new year are set in line with school priorities.

One of the core strategic functions of a governing board is to hold the headteacher to account, which includes the requirement for a robust annual appraisal.



The cycle of performance management of the headteacher can be extremely powerful in supporting the journey of improvement that a school is undertaking. Every governing board will delegate a panel for this important role, with membership recorded in the minutes. It is recommended that the headteacher's review and objective setting meeting is held by the end of the autumn term and that panel members undertake performance management training prior to the meeting.

The External Adviser

Governors in maintained settings must appoint an external adviser. *This appointment is the decision of the governing board and not the headteacher.* Appointing an external adviser who has the skills, experience, and objectivity to provide them with advice and support will ensure the panel has the professional guidance needed to provide a valuable and fair process.

The external adviser does not chair the main panel meeting but may guide where required. They are also not involved in any pay discussions or decisions.

The Cycle: The Main Meeting (Evaluating One Year and Opening Another)

The main meeting is the principal time of reflection where the headteacher and the board evaluate progress against previously set targets. Classification of 'met/partially met/not met' should be agreed for each target. Although some consideration of the effect of COVID-19 may frame discussions, the pandemic and its impact will not play as prominent a part as it did in last year's performance management. However, consideration may need to be given to the current context and other factors, e.g. the headteacher's performance against relevant standards, the extent to which the school has improved, and pupil progress and achievement.

In addition to evaluating the previous year, new targets will be set at the main meeting. Objectives should support performance improvement and may be informed by the school development plan, falling into areas such as curriculum, safeguarding, performance of key groups, or culture. No more than three to five objectives should be set, and the external adviser must be consulted in this process. The emphasis should be on quality and not quantity; a target will often be multi layered, even if it is phrased simply.

At least one interim appraisal meeting should take place during the year to provide the opportunity for the panel and headteacher to discuss progress or raise any concerns.

If you have a new headteacher, please approach your education adviser for discussion, as there will be a slightly shorter process given that the closing of the previous cycle is not required.