

Headteacher Performance Management Guidance for the appointed governor

What is performance management?

Performance management is a confidential, supportive and developmental process designed to ensure that the headteacher has the skills and support needed to conduct their role effectively. The process should also ensure that the headteacher is able to continually improve and develop their professional practice.

The legislation covering performance management in maintained schools does not apply in academies, however the Trust's policy and procedure is broadly the same.

Who participates in the performance management process?

The Trust Board delegates headteacher performance management to the Deputy CEO who line manage the Headteachers in the Trust. The scheme of delegation, also identifies that a governor, appointed by the local governing board, must be included in the process. This is likely to be, although not always, the Chair of Governors – this is the decision of the local governing board.

A summary of the process

The performance management review of headteachers previous year's objectives and setting of targets for the current year should be completed by 31 December. In DGAT we endeavour to try to complete headteachers reviews by 31st October. This is to enable any whole school objectives that are set to be reflected in the objectives for other staff in the school.

During the year, usually in February or March, at least one other review meeting is held. This will be led by the appointed governor and recorded on the Review and Target Setting Template (see Appendix 2). This should then be shared with the DCEO.

The annual performance management meeting will have two parts. The first part of the meeting will be a review of the previous year's targets and the overall performance of the school and the headteacher. The headteacher should have evidence available to demonstrate that they have met the previous year's targets and objectives.

This information may include the following:

- Their job description
- A copy of agreed performance management targets
- The SDP
- The school self-evaluation document
- Copies of any notes of visit from the school effectiveness team
- Pupils' outcome data
- The school's most recent Ofsted or SIAMS (Statutory Inspection of Anglican and Methodist Schools) report, if applicable to the performance management cycle

The DCEO, assisted by the appointed governor, will use their knowledge and judgement of the school's performance and the specific evidence provided by the headteacher to decide whether

their objectives have been met. If objectives have not been met, or are only partially met, the DCEO and the appointed governor should seek to clearly understand the reasons for this and decide whether any mitigating circumstances or challenges are valid.

The second part of the meeting will be setting the objectives for the coming year. The objectives will consider areas of improvement set out in the school's development plan and will also take account of any Trust-wide improvement areas that are relevant to the school.

The flow chart at Appendix 1 sets out the full process and timeline.

Reviewing Objectives

During the meeting, the objectives set in the previous year are reviewed. Where the objectives have been met, the DCEO and the appointed governor will decide to recommend to the designated pay panel that the headteacher progresses up their salary scale. If the DCEO and the appointed governor does not feel that the objectives have been securely met, there is the option to recommend that the headteacher remains on their current pay scale for a further performance management cycle. It is not permitted that financial constraints be used as a determining factor when recommending pay progression for the headteacher. This decision is taken to the local governing board's pay panel for sign off.

Where the headteacher is at the top of their salary scale no recommendation to progress can be made. The Individual School Range (ISR) for the headteacher will only be amended if, during the performance management period, there has been a significant increase to the responsibilities of the headteacher, for example the school has opened or taken in a Nursery or the school has sufficiently increased in size. The DCEO will advise if this is the case. **Any decision about the change in ISR will be taken by the CEO.**

The proforma used in the setting of objectives is at Appendix 2.

Reporting to the local governing board

Once the DCEO and the appointed governor have made their decision, they will need to make any recommendation for pay progression to the designated pay panel. The appointed governor will provide information to the pay panel on the process which has been followed and the evidence which had been used to reach any conclusions on pay progression. The panel will make their recommendation and consider whether to ratify the recommendation based on all evidence provided. The process of determining the remuneration of the headteacher needs to be fair and transparent, with a proper record made of the reasoning behind the determination. Any pay increment agreed by the pay panel should be backdated to September of the same year.

The appointed governor will inform the governing board that the appraisal cycle has been completed. This should be planned as an agenda item for the next full governing board meeting, following the performance management and pay panel meetings, so the completed process can be recorded in the minutes. It is **not** recommended that any detailed information regarding evidence provided to the pay panel is given to the full board in case there is a requirement for an appeals panel to be formed. The headteacher's objectives are confidential to the appointed governor, the pay panel and the headteacher – these do not need to be reported to the governing board unless it has been agreed to do so.

Where the headteacher is at the top of the pay scale the governors should still be informed that the performance management cycle has been completed and the headteacher has met the objectives set.

Setting objectives

It is usual that three objectives are set for the year ahead, and any training and development needs for the headteacher are determined and recorded as part of the process. One of the objectives should specifically relate to training and development for the headteacher or relate to their mental health and wellbeing or work life balance.

If after reading this guidance and you have any questions, please contact the CEO or DCEO.

Please note: Appendices are on the following pages.

Appendix 1

Outline of the process for Headteacher Performance Management (PM)

DCEO arranges a Sept/Oct date with the headteacher for the annual performance management. This will usually be at the last HT Day of the preceding year.

The headteacher ensures that this date is shared and agreed with the appointed governor from the Local Governing Board.

Five days ahead of the meeting the CEO/DCEO will send the previous year's PM information, a copy of the policy, and the headteachers standards to the headteacher. The headteacher will ensure that the appointed governor has copies of these documents ahead of the meeting.

The headteacher self-evaluates against the previous year's objectives and collates the evidence of their impact, in readiness for the meeting.

The CEO/DCEO meets with the headteacher 1:1 to review the evidence and proposed objectives for the coming year. The meeting is approximately 45 - 60 minutes.

Immediately following this the DCEO meets with headteacher and appointed governor to review and celebrate the previous year's successes, acknowledge the frustrations, and set new objectives for the coming year. The DCEO will identify with the headteacher what additional support and/or continuing professional development and learning is required to enable these objectives to be met. Arrangements for monitoring the progress of the objectives are agreed. The evidence to be collected is recorded on the PM form. Mid-year review arrangements are set with the appointed governor who will lead this aspect and feedback to the DCEO.

Immediately following this the DCEO meets 1:1 with the appointed governor to discuss any pay recommendation in line with this guidance. The appointed governor will share this with the governor pay panel.

The DCEO writes up the headteachers PM and ensures that this is returned to the headteacher in draft within five working days to ensure that they are content with the objectives for the year ahead.

The headteacher reviews and confirms the PM document with the DCEO and returns it via email within five working days. The DCEO then returns the finished version of the document to the headteacher within a further five working days. The headteacher shares this with the appointed governor within five working days. The DCEO store an electronic version securely in the central team files.

The appointed governor meets with the headteacher in February/March to review progress. The outcomes of this meeting are shared with the DCEO.

Appendix 2

Review and target setting template

HEADTEACHER PERFORMANCE REVIEW

Academic Year 2022/23

School:	DCEO :
Headteacher:	
Chair of Governors:	
Name of appointed governor:	

Successes and Achievements in the performance management period.
▪
Frustrations and Barriers to success in the performance management period.
▪
Review of progress towards last year's objectives.
Objective 1: Pupil progress
Success criteria against which performance will be judged:
Progress statement:
Conclusion (to be agreed at the meeting)

Objective 2: Leadership and Management
Success criteria against which performance will be judged:
▪

Progress statement:

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Conclusion (to be agreed at the meeting)

Objective 3: Personal development / Well-being

Success criteria against which performance will be judged:

Progress statement:

Conclusion (to be agreed at the meeting)

Signed:

Appointed governor:

Date:

Signed:

Headteacher:

Date:

HEADTEACHER PERFORMANCE MANAGEMENT TARGET SETTING 2023/2024

School: Headteacher: Chair of Governors:	DCEO:
Name of appointed governor:	

Objective 1:

Success criteria against which performance will be judged:

Monitoring and evidence arrangements:

Training and development needs:

Objective 2:

Success criteria against which performance will be judged:

Monitoring and evidence arrangements:

Training and development needs:

Objective 3: Personal Development / Wellbeing

Success criteria against which performance will be judged:

Monitoring and evidence arrangements:

Training and development needs: