

Briercliffe with Extwistle Parish Council

Parish Clerk & RFO

Appraisal and Performance Management Policy



Adopted by: Briercliffe with Extwistle Parish Council – 2nd July 2026

Minute Number – 26/27/077

Next Review: July 2029 / Every 3 years or earlier if required

1. Purpose and Scope

This policy sets out the Council's framework for managing and supporting employee performance. It aims to:

- Promote high standards of performance and accountability
- Support employees in achieving their full potential
- Provide a fair, consistent, and transparent approach to performance management
- Ensure any performance concerns are addressed constructively and in line with the Council's Performance Improvement Procedure

This policy applies to all employees who have successfully completed their probationary period.

2. Principles

The Council will:

- Manage performance proactively through regular dialogue and support
- Address concerns informally wherever possible before formal action
- Ensure feedback is evidence-based, objective, and constructive
- Apply procedures fairly and consistently
- Provide appropriate support, training, and development opportunities
- Respect confidentiality and data protection requirements

3. The Performance Management Framework

Performance management within the Council consists of:

a) Ongoing Performance Review

Regular review meetings (recommended quarterly) between the Clerk and the Chair/Staffing Committee to:

- Monitor progress against objectives
- Provide feedback and guidance
- Identify support or training needs
- Address issues at an early stage

Regular review is essential to understanding performance challenges and expectations.

b) Annual Appraisal

A formal annual appraisal process will:

- Review performance over the previous 12 months
- Assess achievement against objectives



- Identify development needs
- Set objectives for the coming year

The appraisal is a developmental tool and is separate from salary review.

c) Informal Performance Improvement

Where concerns arise:

- Issues will normally be addressed informally first
- Clear expectations and improvement measures will be agreed
- Support, coaching, or training will be provided

Formal procedures will only be used if informal measures do not lead to improvement.

d) Formal Performance Improvement Procedure

If improvement is not achieved, the Council may initiate the formal Performance Improvement Policy and Procedure, which includes staged warnings and the right of appeal.

4. Roles and Responsibilities

Staffing Committee / Chair

- Lead the appraisal process
- Monitor performance throughout the year
- Provide feedback and support
- Ensure fair and unbiased assessment

Clerk/Employee

- Participate fully in appraisal and review processes
- Take responsibility for achieving agreed objectives
- Identify training and support needs

5. The Appraisal Process

The annual appraisal process will normally:

- Be conducted by the Staffing Committee/Chair
- Include pre-appraisal input from the Clerk and councillors
- Be based on evidence, including:
 - Meeting records
 - Work outputs
 - Audit outcomes
 - Agreed objectives
- Result in a documented appraisal record stored confidentially

Records of meetings and outcomes will be maintained in accordance with data protection requirements.

6. Performance Assessment Criteria

Performance will be assessed across key areas, including:

- Governance and legal compliance
- Meetings administration
- Financial management (RFO duties)
- Administration and communication
- Professional advice to the Council

These reflect the Clerk's core statutory and operational responsibilities.



7. Performance Ratings and Outcomes

The following ratings will apply:

Exceeds Expectations

- Performance consistently above required standards
- Opportunities for further development considered

Meets Expectations

- Performance meets required standards
- Continue normal performance review cycle

Needs Support

- Performance below required standard in some areas
- An informal improvement plan will be implemented

8. Objectives and Development

All objectives must be:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound (SMART)

Each objective will include:

- Clear success criteria
- Agreed timescales
- Review points

Training and development needs will be identified and supported.

9. Informal Improvement Plans

Where performance is assessed as "Needs Support":

An informal improvement plan will be agreed, setting out:

- Areas requiring improvement
- Expected standards
- Support or training to be provided
- Timescales for review

This reflects the Council's commitment to resolving issues informally where possible.

10. Equality and Reasonable Adjustments

Where performance concerns may relate to a health condition or disability:

- The Council will consider reasonable adjustments
- Occupational Health advice may be sought (with consent)
- Adjustments will be made where reasonable to support performance

Failure to consider adjustments may constitute discrimination.



11. Fairness and Conduct

To ensure fairness, the Council will:

- Base decisions on evidence
- Provide specific examples of performance concerns
- Avoid subjective or emotional language
- Ensure concerns are discussed privately and respectfully

This helps reduce the risk of misunderstandings or bullying allegations.

12. Relationship to Formal Procedures

The appraisal process is separate from, but linked to, the formal Performance Improvement Procedure.

- Informal action will normally be taken first
- Formal action will only commence where improvement is not achieved
- Formal stages include warnings and potential dismissal, with full rights of representation and appeal

13. Right to Comment

The Clerk/employee may:

- Provide written comments on the appraisal outcomes
- Request clarification or correction of factual inaccuracies

These comments will be retained alongside the appraisal record.

14. Confidentiality and Data Protection

The Council will ensure that all personal data is handled in accordance with the UK General Data Protection Regulation and relevant legislation.

All appraisal documentation will be:

- Treated as confidential
- Stored securely
- Processed in accordance with the Council's data protection policy

15. Policy Monitoring and Review

This policy will normally be reviewed every three years or earlier if required due to:

- Legislative changes
- Operational Requirements
- Updated national guidance and best practice

16. Adoption

This policy was adopted by Briercliffe with Extwistle Parish Council at a meeting held on: 2nd July 2026

Chair Signature: 