



Town Clerk: Caroline Leet

EDENBRIDGE TOWN COUNCIL

Staff Appraisal and Development Policy

Adopted 07 September 2026

Purpose

This Policy sets out Edenbridge Town Council's arrangements for the annual appraisal and development of its employees.

The Council recognises that regular appraisal provides an opportunity to:

- Recognise achievements and good performance.
- Identify training and development needs.
- Review objectives and priorities.
- Provide constructive feedback.
- Support employee wellbeing and professional development.
- Ensure employees have the skills and resources required to undertake their roles effectively.

The appraisal process is intended to support development and continuous improvement. It is not a disciplinary or capability procedure and should be read alongside the Council's Staff Handbook and relevant employment policies where performance concerns arise.

Scope

This Policy applies to all employees of Edenbridge Town Council.

The appraisal process forms part of the Council's wider employment framework and complements:

- Staff Handbook
- Training and Development Policy
- Equal Opportunities Policy
- Disciplinary and Capability Procedures
- NJC Terms and Conditions of Employment

1. Frequency

All employees will normally receive one formal appraisal each year.

The Council aims to complete appraisals during **December and January**, enabling agreed objectives and training needs to be incorporated into service planning and budget setting.

Where appropriate, additional review meetings may be held throughout the year.

Employees within probationary periods will receive separate reviews in accordance with their contract of employment.

2. Responsibilities

The Town Clerk

The Town Clerk is responsible for ensuring that annual appraisals are undertaken for all employees.

Where appropriate, line managers may assist in undertaking appraisals and monitoring agreed objectives.

Line Managers

Line managers will support the appraisal process by:

- Providing constructive feedback
- Assisting with objective setting
- Identifying training and development needs
- Providing ongoing support throughout the year

Chairman of the Council

The Chairman (or another Member nominated by the Personnel Committee) will undertake the Town Clerk's appraisal.

Personnel Committee

The Personnel Committee will receive confirmation that annual appraisals have been completed.

The Committee may consider any overarching organisational training or development requirements identified through the appraisal process but will not routinely receive or review individual appraisal documents.

3. The Appraisal Process

The appraisal process is intended to be open, supportive and constructive.

Prior to the meeting, employees will be invited to complete the self-assessment section of the appraisal form.

The appraisal meeting will normally include discussion of:

- Achievements during the previous year
- Progress against agreed objectives
- Challenges encountered
- Workload and responsibilities
- Wellbeing and support
- Future objectives
- Training and development requirements
- Any proposed amendments to the job description

Objectives should be realistic, proportionate and linked to the employee's role and, where appropriate, the Council's priorities.

Following the meeting the completed appraisal will be signed by both parties.

4. Training and Development

Training needs identified during the appraisal process will be considered in accordance with the Council's Training and Development Policy.

The appraisal provides the principal opportunity to identify:

- Mandatory refresher training
- Professional development
- Qualifications
- CPD opportunities
- Mentoring or coaching
- Succession planning.

5. Performance Assessment

The Council recognises that performance cannot always be measured solely through numerical targets.

Performance will therefore be assessed through discussion of the employee's achievements, responsibilities, professional conduct, objectives and overall contribution during the review period.

The overall assessment will normally conclude whether the employee:

- Exceeds expectations
- Fully meets the expected standard for the role
- Generally meets the expected standard with agreed areas for development
- Requires additional support and improvement

Where areas for improvement are identified, the Council will seek to provide appropriate guidance, mentoring, training or other support before considering formal procedures where appropriate.

6. Salary Progression

Where applicable under an employee's contract of employment and the NJC pay structure, the appraisal forms one element of the Council's consideration of annual salary progression.

In considering salary progression, the Council may take into account:

- Satisfactory performance
- Achievement of agreed objective
- Increased responsibilities
- Professional development
- Qualifications obtained
- Additional knowledge, skills or competencies acquired
- Recommendations arising from the appraisal process
- Any recommendations of the Personnel Committee

Salary progression is not automatic and remains subject to the employee's contract of employment, the Council's adopted pay arrangements and any resolution of the Council where required.

7. Confidentiality

Appraisal discussions and completed appraisal forms are confidential employment records.

Completed appraisal documentation will normally be retained on the employee's confidential personnel file.

Individual appraisal documents will not routinely be presented to Members of the Personnel Committee, although access may be provided where there is a legitimate employment, governance or legal reason.

8. Records

The Town Clerk will maintain a confidential record confirming completion of annual appraisals.

Records may be maintained in paper form or electronically within Council-approved systems, including secure cloud-based or third-party software solutions, provided they comply with the Council's information governance, cyber security and data protection requirements.

Following completion of the appraisal programme, the Town Clerk will report to the Personnel Committee confirming that appraisals have been undertaken and highlighting any general organisational training or development themes. Individual employee information will remain confidential.

9. Review

This Policy will normally be reviewed every three years or sooner should legislation, employment guidance or Council procedures change.

Appendix A – Staff Development Review Form

EDENBRIDGE TOWN COUNCIL

Staff Development Review Form

Confidential when complete

Name:

Line Manager:

Position:

Date:

General

The Edenbridge Town Council's Annual Review is designed to promote both the development needs of the Council and your own in the context of reviewing your past priorities and achievements. In addition, it allows you to consider obstacles to success and helps you to find ways of removing them. The Staff Development Review forms part of the Council's ongoing approach to supporting employees through regular discussion, feedback and development. It complements day-to-day management and informal review meetings throughout the year.

Purpose of the review

The Council recognises that a structured annual appraisal provides employees with dedicated time to reflect on their achievements, discuss challenges, review their role and identify future development opportunities. It also enables the Council to recognise good performance, provide appropriate support and ensure employees have the resources and training necessary to fulfil their roles effectively.

To the post holder

The Staff Development Review is intended to support both the Council's objectives and your own professional development. Please review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred. Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs.

Where you identify either a resource, support, or knowledge-base issue as reasons for not achieving your priorities, include some context to explain the issue(s). The appraisal is designed to help you and the employer, so be open and honest. This will help the Council to consider how it can best offer the support that may be needed.

To the Appraiser/ Line Manager

Consider carefully what has been written and be prepared to explore fully any issues that have been raised, as well as those you wish to raise independently. Give adequate time for discussion.

Section 1 – Employee Reflection

To be completed by the post holder. Look at the most important aspects of your job description and note what the objectives and priorities were for the year. How did it go?

Job description item	Objectives and priorities	Achievements	What challenges or problems did you have and what support would have helped?

E-Learning Training platform	Number of sessions completed:	Feedback on the sessions:	Any issues:
Training completed inc: • Conferences • Professional reading • Mentoring • Professional memberships • Courses • E-Learning • CPD • Qualifications	Type	Details	Comments
Consider your role. Do you feel that the job description adequately describes the job? What would you add or remove?			

Do you understand how your role contributes to meeting the Council's overall objectives? What do you believe your objectives and priorities should be for the coming year?

What help, training, or resources would assist in undertaking your role more effectively?

Any other comments or issues you would like to raise?

Section 2 – Manager's feedback

To be completed by the Appraiser/ line manager during your appraisal (sections 2-4)

Consider what the employee has written in Section-1, discuss the below together. Concentrate on areas where there are difficulties or disappointment noted, or where there is a specific wish to receive support in some form. The objectives should cover key aspects of the postholder's job. They should have direct relevance to the Council's aims and objectives.

Discussion points/questions during appraisal meeting:

1. What do you consider to be the most important achievement(s) for you in the past year?
2. What elements of your job have you found difficult in the past year?
3. What elements about your job do you enjoy/interest you the most?
4. Looking back over the year, what achievement are you personally most proud of?
5. Are there any comments – Are there any further successes or issues you would like to discuss? What support or resources would have helped you achieve your objectives?

<u>Line manager's comments</u> on the overall performance. How did it go from the Town Council's viewpoint? Do you agree with the assessment of achievements and problems? Are there any other areas which you would like to discuss?
--

Section 3 - Objectives

Looking at previous and proposed list of Objectives and Priorities (job description and previous objectives set)? Are there any which should be added or removed?

List of Objectives for the coming year:		Success Measure	Target Date
Objective 1			
Objective 2			
Objective 3			
Objective 4			

Support required for any of the above objectives:

Any other comments/training needs:

Section 4 - Overall assessment

This section is designed to summarise the employee's performance in line with the job description, Council objectives and overall contribution during the review period.

To be completed by the assessor in discussion with the employee.

Overall assessment

- ☐ Exceeds expectations
- ☐ Fully meets expected standard
- ☐ Generally meets expected standard with agreed areas for development
- ☐ Improvement required (support plan attached)

Salary Progression

Does the employee currently demonstrate satisfactory performance for the purposes of contractual salary progression (where applicable)?

☐ Yes

☐ No

Comments:

.....

If below satisfactory performance, what measures / assistance will be put in place to help improve on this?

.....

.....

Section 5

To be completed by the line manager and post holder following the review meeting

- 1) We have reviewed the past year and agreed on a set of objectives and priorities for the coming year. These are detailed in section 3.
- 2) We have/have not revised the job description which is/is not attached.
- 3) We have/have not agreed, a plan of other development actions including training and this is/is not attached.
- 4) The employee has been given the opportunity to comment on the review.

Signature of Post Holder.....

Signature(s) of Appraiser(s).....

Date.....