



**BLACKBURNE
HOUSE**

Performance Management Policy

Version	3
Title of Policy	Performance Management
Policy Owner	ELT
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Blackburne House Group – Performance Management

Performance Management is a crucial part of ensuring that our vision is turned into reality. Every year goals are set year which all employees are expected to contribute towards. This annual plan is developed by the Executive Leadership Team and agreed with the Board of Directors.

These organisational goals will then be discussed annually at each employee's Developing People appraisal, and three issues will be discussed:

- an employee's performance against organisational and individual goals in the past year
- an employee's targets and objectives for the year ahead
- an employee's developmental needs to help them achieve success in meeting the organisation's goals and their own personal objectives

In addition to your annual appraisal, you will have regular work review meetings with your line manager when you will jointly be able to review progress, address difficulties and solve problems.

The performance of each team and the organisation will be reviewed at the Finance, Audit & Risk Committee meeting, and feedback will be given to all employees either individually or as a team.

For staff employed in a teaching role, the OTLA Policy will also influence Performance Management.

TRAINING AND DEVELOPMENT

We are committed to training and development which will enable staff to enhance their personal and professional skills. Staff Development aims to provide comprehensive advice, guidance and development opportunities for all BBH staff in order to support the organisation in the attainment of its objectives. We strongly believe in investing in our staff by developing each individual to fulfil their potential.

We will organise or support training courses and development programmes which:

- equip members of staff to deliver the organisation's objectives, strategic and annual plan
- help staff improve their job performance and increase their effectiveness within departmental and individual development plans
- help staff develop new and existing skills
- promote understanding of equal opportunity practices
- familiarise staff with new methods of working
- promote understanding of health and safety matters
- support managers in carrying out their duties
- give those members of staff who have no formal qualifications the opportunity to gain qualifications or additional skills

The objectives of the Staff Development function are carried out on an annual basis in August. The Company focuses on three key levels for staff development:

1. Strategic - to enable staff to meet the expectations of the Company strategy
2. Operational - to enable staff to meet the requirements of the business area
3. Professional - to enable staff to develop and achieve their potential.

The aim is as follows:

- To undertake a company-wide needs analysis, via managers, of all departments
- Once needs have been identified, to prioritise these and provide opportunities to fulfil them either in-house or externally (linked to the SAR and QIP in Education).
- To develop an in-house programme of activity for both pedagogic and non-pedagogic development activities, based on the results of the needs analysis, needs arising from organisational data received.
- To communicate training and development opportunities company-wide in paper and electronic formats (including e-portfolio training)
- To offer a comprehensive management development programme for managers at all levels, including certain mandatory elements
- To review the current induction process and compulsory training. This includes safeguarding training, equality training, health and safety awareness, and other training identified as being necessary to enable you to carry out your duties efficiently.

External training will be considered at the discretion of line managers. We are unlikely to fund second degrees, and first degrees are unlikely at present due to staffing levels and funding. However, we will look upon part time training undertaken outside of working hours favourably and may pay part or all fees subject to the above criteria being met.

Staff who fail to make satisfactory progress or to complete the course, may be requested to pay part or all the fees, to be deducted from salary. Staff on extended programmes of study may need to contribute or pay all of the fees if funding from the organisation becomes unsustainable.

Responsibilities for Staff Development

The Executive Leadership Team are responsible for providing advice, guidance and opportunities for staff based on data and the information received. It is their responsibility for ensuring training is cost-effective and of benefit to the organisation. It is their responsibility to ensure:

- staff are trained to levels appropriate to their job roles in order to meet statutory obligations. Therefore, participation in certain staff development activities will be mandatory for all staff depending on their role
- staff share best practice to support each other in their development
- staff are encouraged to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their current role
- managers are provided with the skills, knowledge and competencies they need to work in
- partnership with their staff to support their CPD and promote lifelong learning
- That training needs are linked to the company SAR to improve the quality of the provisions.

Managers are responsible for identifying the development needs of individuals on their team. They must ensure that staff take part in induction activities and complete an mandatory training in the time specified. It is Managers responsibilities to ensure new learning from training events is disseminated as appropriate to the team.

Staff must proactively engage with and take responsibility for their own professional development as well as undertaking mandatory and relevant training required for a particular

role. Staff are expected to avail themselves of the development opportunities provided to

enable them to keep their skills updated and respond flexibly to change. Individuals are responsible for identifying and suggesting training and learning opportunities based on the requirements of their role and job descriptions. Individuals must identify the reason for their requests, the expected outcome, any costs incurred and provide any supporting documentation to support their requests. Requests must be agreed by managers prior to booking. Upon the completion of courses, staff are required to evaluate any external learning to ensure cost-effectiveness of any training undertaken.