

Staff Performance and Development Policy

Policy no:	2.03	Version Number	V1.1
Version Date	July 2025	Next Review Date	July 2026
Produced by	HR	Approved by	Senior Leadership Team
External reference points	• Employment Rights Act 1996 • Equality Act 2010 • Data Protection Act 2018 / UK GDPR • Employment Act 2002 • OfS Conditions E1, E2, E3, E5 • OfS Conditions E1, E3, E6 • ACAS Code of Practice on Disciplinary and Grievance Procedures • Disciplinary and Grievance Procedures (2024 edition) (Relevant for fairness, due process, and appeals in performance management) • QAA Quality Code for Higher Education (UK Quality Code, June 2024) • Chartered Institute of Personnel and Development (CIPD) Guidance on performance reviews and professional development • Universities UK (UUK) Frameworks		

Contents

1. Purpose and Scope	4
2. Guiding Principles.....	4
3. Components of Performance Development	4
3.1. Induction and Probation	4
3.2. Goal Setting	4
3.3. Appraisals and Check-ins	4
4. Ongoing Feedback and Support.....	5
5. Continuing Professional Development (CPD).....	5
6. Underperformance and Support	5
7. Mandatory Training and Qualifications.....	6
8. Responsibilities.....	6
Line Managers.....	6
Staff Members.....	6
HR Department	6
9. Disagreements and Appeals	7
10. Equity, Inclusion, and Accessibility	7
11. Data Protection and UK GDPR Compliance	7
12. Confidentiality and Record Keeping.....	8
13. Monitoring and Review	8
14. This policy should be read in conjunction with related policies including:.....	8
Appendix 1: Probation Review Form	9
Appendix 2: Performance Check-in Form	10
Appendix 3: Self-Evaluation Reflection Template	11
Appendix 4: Annual Goal Setting Form.....	12
Appendix 5: Annual Appraisal Form	13
Section A: Employee and Review Details	13
Section B: Performance Summary.....	13
Section C: Appraisal Score Breakdown	13
Section D: Signatures	13
Reference: Appraisal Scoring Guidelines	13
Appendix 6: Performance Improvement Plan (PIP)	15
Appendix 7: CPD Tracker Form	16
Appendix 8: Guidance for Line Managers.....	17
Appendix 9: Guidance for Staff Members.....	18

Appendix 10: Yearly Timeline Example	19
--	----

1. Purpose and Scope

LCK Academy is committed to fostering a culture of continuous improvement, accountability, and personal growth. This Staff Performance Development Policy outlines the principles and procedures for supporting, managing, and enhancing employee performance in alignment with LCKA's mission, vision, values, and strategic objectives.

2. Guiding Principles

- Performance development is a continuous, collaborative, and supportive process.
- Focus is placed on both accountability and growth, with recognition for achievements and support for improvement.
- All processes are transparent, fair, inclusive, and aligned with UK employment law, OfS requirements, and ACAS best practices.

3. Components of Performance Development

3.1. Induction and Probation

All new staff undergo a structured induction programme as outlined in the Staff Induction Policy.

Probation periods include three formal review checkpoints:

1. Week 4: Initial review of objectives and settling-in experience
2. Month 3: Mid-probation performance and support needs assessment
3. Month 6: Final probation review and decision on confirmation of employment, followed by a letter.

Reviews are documented using the Probation Review Form (Appendix. 1) and stored securely by HR in the employees file in compliance with UK GDPR principles.

3.2. Goal Setting

- Goals are collaboratively set in alignment with the Job Description.
- Objectives must follow the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound).
- For new starters, annual performance goals are set and agreed during the Month 6 probation review, upon successful confirmation in email.
- For existing staff, annual goals are reviewed and reset during the Annual Appraisal cycle (July–September).
- All goals are documented on the Annual Goal Setting Form (Appendix 4), with signatures from both staff and line manager.

3.3. Appraisals and Check-ins

- ***Self-Evaluation***

All staff are expected to complete a Self-Evaluation as the initial step of the performance review process. This enables staff to reflect on their own performance, accomplishments, challenges, and areas for development over the review period.

- ***Annual Appraisal (July-September):***

All staff complete a formal review using the Annual Appraisal Form (Appendix 5), covering performance against goals, values alignment, teaching quality (if applicable), and CPD progress. The Annual Appraisal Form includes a 30-point rating system with both qualitative and quantitative components.

- ***Mid-Year Review (January-February):***

A mid-cycle check-in ensures progress is on track and adjustments are made as needed.

- ***Quarterly Informal Check-ins:***

Line managers conduct informal one-to-one meetings every three months using the Performance Check-in Form (Appendix 2), which captures progress notes and next steps.

All review forms are submitted to HR and securely stored in the staff member's personnel file securely.

4. Ongoing Feedback and Support

- Line managers provide verbal and written feedback regularly.
- Any support needs or concerns identified in quarterly check-ins are escalated through HR and may trigger a tailored support plan or CPD activity.
- Staff are encouraged to self-reflect using the Self-Evaluation Reflection Template (Appendix 3) prior to formal reviews.

5. Continuing Professional Development (CPD)

- CPD is mandatory and tracked annually via the CPD Tracker Form (Appendix 7).
- Participation in CPD is discussed in mid-year and annual reviews.
- All CPD activities must be logged and submitted to HR by 31st August annually.

6. Underperformance and Support

- Concerns identified during any review are addressed through a structured process:
- Informal Support Stage: Discussion recorded using the Informal Support Conversation Record
- Formal Performance Improvement Plan (PIP) (Appendix 6): Initiated by HR with clearly defined concerns, support mechanisms, timeline (typically 6–12 weeks), and review milestones.
- PIP progress is reviewed every two weeks until resolution.

7. Mandatory Training and Qualifications

- Line managers must ensure that all staff remain compliant with mandatory training requirements relevant to their role. These requirements should be reviewed at least annually as part of the formal appraisal process.

For teaching staff, line managers must confirm and record the status of teaching qualifications as one of the following:

- Fully qualified
- Currently undertaking a recognised teaching qualification
- Willing and committed to commence a recognised teaching qualification (e.g. Certificate in Learning and Teaching, PGCE, or PGCHE) within two years of appointment

In addition, teaching staff should either:

- Hold membership of Advance HE (e.g. FHEA, SFHEA) or the Certified Management and Business Educator (CMBE), or
- Commit to achieving one of these within one year of appointment
- Where staff do not meet qualification or membership requirements, a documented development plan must be agreed and maintained.

8. Responsibilities

Line Managers

- Ensure timely completion of all appraisals and reviews.
- Use standardised forms for documentation.
- Submit all forms to HR within 7 days of completion.
- Provide coaching, identify development needs, and initiate support plans when needed.

Staff Members

- Prepare for reviews using the self-evaluation form.
- Participate in goal setting and feedback.
- Engage with CPD activities and complete documentation.
- Take ownership of performance and request support when needed.
- Actively use review meetings to reflect, raise development needs, and seek clarification.
- Keep up to date with mandatory training requirements.

HR Department

- Develop and maintain templates and tools to support effective performance management.

- Provide guidance and training to line managers on conducting fair, consistent reviews and appraisals.
- Ensure all documentation is received, stored securely, and retained in compliance with UK GDPR.
- Monitor and audit review cycles to ensure completion across departments.
- Offer support and mediation in cases of performance concerns, disputes, or staff grievances.
- Oversee the design and implementation of Performance Improvement Plans (PIPs) when required.
- Report on staff development to LDWG and SLT.

Refer to Appendix 8: Guidance for Line Managers and Appendix 9: Guidance for Staff Members for good practice guidelines. These lists are intended to support effective performance development conversations.

9. Disagreements and Appeals

- If an employee disagrees with the outcome of a performance review or PIP, they should raise this with their line manager in the first instance.
- If the issue remains unresolved, the staff member may escalate the concern in writing to HR within 5 working days.
- HR will review the case and may involve a neutral third-party manager to facilitate a resolution meeting.
- The procedure outlined in the Staff Handbook under Grievance Process will be followed for formal escalation procedure.

10. Equity, Inclusion, and Accessibility

- All performance processes are inclusive and equitable, adhering to the Equality Act 2010.
- Reasonable adjustments are made for staff with disabilities based on individual needs, through a consultative process with HR. Adjustments are recorded in a Reasonable Adjustments Agreement and reviewed periodically to ensure effectiveness.

11. Data Protection and UK GDPR Compliance

- All performance-related data is handled according to UK GDPR and the Data Protection Act 2018.
- Lawful basis for data processing includes contractual obligation, legitimate interest, and legal obligation.
- Staff are informed about data collection, usage, retention, and rights through the Staff Privacy Notice.

- Records are securely stored with access limited to authorised personnel.
- Staff have rights to access, rectify, or request deletion of their data, and to contact the DPO as needed.

12. Confidentiality and Record Keeping

- All review and performance documents are securely stored in the HR system.
- Only designated personnel (HR, line manager, and SLT where necessary) have access.
- Records are retained for two years post-employment unless longer retention is required for legal or audit purposes.

13. Monitoring and Review

- The HR department will audit performance development records annually.
- This policy is reviewed each July to ensure alignment with legal, institutional, and sector developments.

14. This policy should be read in conjunction with related policies including:

- Staff Induction Policy
- CPD and Staff Development Policy
- Absence and Sick Policy

Appendix 1: Probation Review Form

Field	Details
Employee Name	
Position	
Department	
Review Date	
Reviewer Name	
Review Stage	☐ Week 4 ☐ Month 3 ☐ Month 6
Summary of Performance	
Key Achievements	
Support Needs Identified	
Next Steps	
Reviewer Signature	Date:
Employee Signature	Date:

Appendix 2: Performance Check-in Form

Field	Details
Employee Name	
Date	
Quarter	☐ Q1 ☐ Q2 ☐ Q3 ☐ Q4
Key Updates	
Progress on Goals	
Feedback Given	
Support Provided	
Next Steps	
Manager Signature	Date:
Employee Signature	Date:

Appendix 3: Self-Evaluation Reflection Template

Prompt	Response
What went well this period?	
What could have gone better?	
What support do you need?	
What are your goals for the next review period?	

Appendix 4: Annual Goal Setting Form

Field	Details
Employee Name	
Department	
Date	
SMART Goal 1	
SMART Goal 2	
SMART Goal 3	
Support Needed	
Manager Comments	
Employee Signature	
Manager Signature	

Appendix 5: Annual Appraisal Form

Section A: Employee and Review Details

Field	Details
Employee Name	
Review Period	
Reviewer Name	
Job Role Summary	

Section B: Performance Summary

Area	Notes
Objectives Achieved	
Strengths	
Areas for Development	
CPD Undertaken	
Next Year's Objectives	

Section C: Appraisal Score Breakdown

Each of the following should be scored on a scale of 1 to 5 (1 = Needs Improvement, 5 = Outstanding). The manager must provide a brief rationale for each score.

Criteria	Score (1–5)	Comments
Achievement of SMART Objectives		
Professional Conduct & Values		
Quality of Work		
Teamwork & Collaboration		
Communication & Engagement		
Commitment to CPD / Training		

Total Score: __ / 30

Section D: Signatures

Role	Name	Signature	Date
Reviewer			
Employee			

Reference: Appraisal Scoring Guidelines

Score	Description
5 – Outstanding	Consistently exceeds expectations with significant positive impact.
4 - Very Good	Often exceeds expectations; independent and proactive contributor.

3 – Good	Meets expectations reliably; a solid, consistent performer.
2 - Requires Improvement	Performance occasionally below expected standard; support needed.
1 – Unsatisfactory	Consistently underperforms; formal improvement needed.

Appendix 6: Performance Improvement Plan (PIP)

Field	Details
Employee Name	
Department	
Date	
Issue Identified	
Expected Standard	
Support Offered	
Review Timeline	
Milestones	
Outcome	
Reviewed By	
Signature	

Appendix 7: CPD Tracker Form

CPD Activity	Provider	Date	Duration	Outcome/Impact	Verified by (Manager)

Appendix 8: Guidance for Line Managers

Guidance for Line Managers: Line managers play a key role in supporting staff performance. The following good practices are recommended:

- ***Prepare in advance:*** Review past forms and notes before each check-in or appraisal.
- ***Create a safe space:*** Encourage open, two-way communication.
- ***Use evidence:*** Reference goals, outcomes, behaviours, and feedback received.
- ***Be constructive:*** Highlight strengths and areas of improvement without blame.
- ***Follow structure:*** Use the standardised forms in the appendices and complete them during or immediately after discussions.
- ***Follow up:*** After meetings, summarise key points and next steps in writing.

Appendix 9: Guidance for Staff Members

All staff members are expected to actively participate in their performance development. The following good practices are encouraged:

- ***Be prepared:*** Review your previous goals and notes before each check-in.
- ***Be open:*** Engage in honest dialogue with your manager and raise any concerns or development needs.
- ***Be reflective:*** Use the self-evaluation form to identify what went well and what could improve.
- ***Be proactive:*** Ask for support or clarification if unsure about expectations.
- ***Be committed:*** Follow through on agreed goals, training, or development actions.

Appendix 10: Yearly Timeline Example

Month	Activity
Jan–Feb	Mid-year review
Mar–May	Informal check-ins
July–Sept	Annual Appraisal and goal-setting
Throughout	CPD & mandatory training
As needed	Probation reviews / PIPs