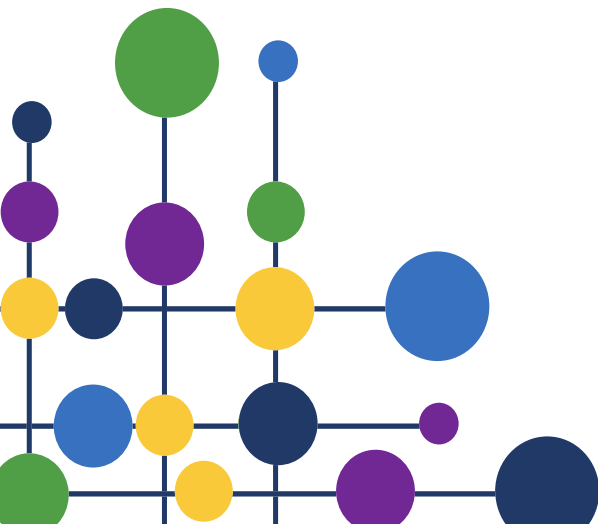


PEOPLE DEVELOPMENT POLICY & PROCEDURE

MAT Version	1.0
Name of Policy writer	Lucy Sykes
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1. Policy statement

- 1.1 This policy sets out the framework for a clear and consistent approach to developing and supporting our staff. This policy applies to all employees in the trust (teaching and support staff), except those on contracts of less than one term, those undergoing induction (i.e., ECTs) and those who are subject to capability procedures.
- 1.2 The appointed line manager is required to apply this policy and procedure fairly and consistently, ensuring a robust approach whilst minimising the impact on workload for staff, managers, leaders and the Board of Trustees.
- 1.3 The Board of Trustees are committed to ensuring consistency of treatment and fairness in the operation of performance management.
- 1.4 Our belief in “Valuing People, Supporting Personal Best” means we are committed to investing in our staff, to help them be happy at work, to provide the support they need to achieve the highest standards they are capable of and to offer the training or guidance they need to undertake their jobs effectively.

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We encourage everybody to use a people development plan, to set their own objectives and to take ownership and responsibility for their own improvement priorities. We believe this makes staff feel more valued and supports the aims of the trust.

- 1.5 The information and data from the Trust and School Improvement Plans will help support staff to determine their own objectives. Information and data gathered from People Development Plans can be used for self-evaluation, workforce planning and training and development needs. This information will be stored securely on our People Development platform.

2. Scope

- 2.1 People Development Plans (PDP) are intended to be a supportive and developmental process designed to ensure that all employees have the skills and support they require in order to carry out their role effectively and, in addition, to enable staff to engage in continued professional development in order to improve their performance and practice.
- 2.2 The practical purpose of this policy is to ensure that a fair and consistent procedure is applied to all employees, always having regard to the specific nature of their individual employment.
- 2.3 Share MAT has a separate Capability Policy and Procedure. These capability procedures apply to all teachers and support staff whose performance highlight serious concerns.

3. Legislation and guidance in relation to personal development

- 3.1 The Equality Act 2010 - Procedures for determining pay must comply with all requirements of discrimination legislation. This includes ensuring that personal development processes do not discriminate against individuals with protected characteristics.
- 3.2 The Employment Relations Act 1999 - This legislation impacts how personal development policies are developed and implemented, particularly regarding consultation with staff and unions.
- 3.3 The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 - Ensures that part-time staff are not treated less favourably in personal development processes.
- 3.4 The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 - Protects fixed-term employees from discrimination in personal development processes.
- 3.5 Data Protection Act 2018 and UK GDPR - These laws govern how personal data collected during personal development processes must be handled, stored, and processed.

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- 3.6 Headteacher Standards
<https://www.gov.uk/government/publications/national-standards-of-excellence-for-headteachers/headteachers-standards-2020>
- 3.7 Teachers Standards
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/665520/TeachersStandards.pdf
- 3.8 The Education (School Teachers' Appraisal) (England) Regulations 2012
<https://www.legislation.gov.uk/ukxi/2012/115/contents>
- 3.9 The development of Support Staff
[The Green Book - National agreement on pay and conditions - 1 May 2024](#)

4. Policy aims and objectives

- To deliver a well-rounded, fully effective service to pupils and the community through well trained, motivated, committed and competent staff.
- To enhance the quality of learning and teaching.
- To enhance the professional development of staff.
- To meet the requirements of the Trust Individual Improvement Plans.
- To advance the equality of opportunity and encourage colleagues from underrepresented groups to pursue opportunities available to them.
- To support the Trust in achieving its strategic goals.
- To proactively support staff who maybe experiencing difficulties in meeting the standard expected of them.
- To address any early concerns that may be raised about a member of staff's performance.

Additionally, performance management should:

- Recognise achievement and consolidate good practice;
- Support career planning and development requests;
- Provide a mechanism for prioritising workload;
- Provide a means of identifying staff development needs and improve the planning and delivery of this;
- Promote professional relationships and dialogue within school.

5. Roles and responsibilities

Personal Development – Scheme of Delegation	
Trust Board and People Committee	<ul style="list-style-type: none">• To review and approve the People Development policy annually.• To undertake the People Development Plan for the CEO of the trust.• Determining how the trust People Development Plan system is contributing to improving the educational experience of pupils at the trust.

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CEO	<ul style="list-style-type: none"> To undertake the People Development Plans for Executive Leaders.
Executive Leaders	<ul style="list-style-type: none"> To undertake the People Development Plan for the Headteachers. To moderate the People Development plans, trust wide.
Headteachers	<ul style="list-style-type: none"> The Headteacher will determine suitable line managers for other staff. Whoever the Headteacher line manages, they will undertake their People Development Plan.
Line Managers	<ul style="list-style-type: none"> To undertake and regularly review their employee's People Development Plans.

6. The personal development period

- 6.1 The People Development Plan (PDP) cycle will run for twelve months from 1st September to 31st August.
- 6.2 Staff employed on a fixed term contract of less than one year will have their performance managed in accordance with the principles underpinning this policy. The precise format and timing of their PDP will be determined by the duration of their contract, their probationary period and any extended periods of leave of absence.
- 6.3 Where an employee starts their employment part-way through a PDP cycle, the Headteacher (or CEO with regard to the PDP of the Executive Leaders) will determine the length of the first cycle with a view to bringing into line with other staff in the trust. For existing employees changing posts within the trust, it may on occasion be appropriate to change both the line manager and the objectives part way through the cycle.
- 6.4 Staff benefit from regular, ongoing dialogue with their line manager throughout the year to support their professional development, performance and wellbeing. We encourage regular dialogue between line managers and their teams and encourage regular updates to be added to the PDP portal.
- 6.5 Any concerns about performance issues should be addressed at the earliest possible stage, so that prompt support can be put in place. Most concerns can be dealt with easily and without causing undue stress, if they are tackled early.
- 6.6 The PDP process will be treated throughout as a confidential process. It is standard practice that the PDP reviews will be accessed only by the line manager and relevant members of the school's or trust's leadership teams.
- 6.7 The PDP period includes; an initial meeting to discuss a self-evaluation and establish objectives, reviewing and celebrating progress throughout the year, and a final annual review meeting which is likely to form part of the same meeting as the start of a new cycle.

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7. Appointing line managers

- 7.1 The CEO will undertake the Personal Development Plan for the Executive Leaders. Executive headteachers will usually undertake the Personal Development Plan for the Headteachers.
- 7.2 Nominated Trust Directors undertake the PDP of the CEO which is shared with the Trust Board.
- 7.3 The Headteacher will determine suitable line managers for other staff, which will normally be within the same curriculum and support staff service area. The line manager must have sufficient seniority in responsibility and grade to review the performance of a member of their team.
- 7.4 In order to minimise the workload for individuals, leaders may wish to place a limit on the number of staff whom any one person would have to manage (usually up to 6 staff members).
- 7.5 If, in exceptional circumstances and for professional reasons, the staff member wishes to request a change of line manager (where this role has been delegated), they may ask leaders to appoint an alternative line manager of comparable or higher status in the staffing structure than the original nominated line manager. Any such request must be made in writing stating the reasons. Where such a request is not accepted, the response from the leader should be explained in writing and kept together with the employee's request.
- 7.6 Where the employee works for more than one line manager, the nominated line manager should consult other line managers with regard to establishing potential developmental needs to be explored in the next cycle.

8. First development meeting - setting objectives

- 8.1 The start of the formal PDP cycle begins with a meeting between the line manager and employee (usually in September). The line manager should instigate agreement on a mutually acceptable date and time for a meeting and both line manager and employee should confirm such arrangements as far in advance as possible with a diary invite being confirmed no fewer than 5 working days before the scheduled date. It is anticipated that an hour should be sufficient time for the annual PDP meeting.
- 8.2 In advance of the scheduled PDP meeting, staff will complete a self-reflection based around our professional standards:
- In the case of **teaching staff** this will be based on the Share MAT Teachers standards.
 - **Headteachers** and some Senior Leaders will use the Share MAT Senior Leader Standards.
 - **Support staff** will use either the Pastoral Standards, the Teaching Assistant standards, the Cover Supervisor standards, the Administrator standards or the Specialist/Central Team standards.

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- 8.3 Objectives for each staff member will be discussed during the meeting and agreed via the PDP portal no later than 31 October. The objectives set for each staff member will be (SMART) specific, measurable, achievable, realistic and time-bound, and will be appropriate to the member of staff's role, level of experience and developmental needs. They should reflect significant development goals, rather than trying to capture everything an employee will be working on. Objectives should identify success criteria within the employee's control.
- 8.4 The line manager and employee will seek to agree suitable objectives that encourage all staff to contribute to the overall aims of the trust. If that is not possible, the line manager will determine the objectives. These objectives may be revised (by mutual agreement) should circumstances change significantly.
- 8.5 Individual staff should be set approximately 3 objectives for full time staff or 2 objectives for part time staff.
- 8.6 The line manager will consider the effects of an individual's circumstances, including any disability, when agreeing objectives. For example, this might include a reasonable adjustment to allow an individual slightly longer to complete a task than might otherwise be the case. When staff return from a period of extended absence, objectives may be adjusted to allow them to readjust to their working environment.
- 8.7 The performance management cycle is annual, but on occasions it may be appropriate to set objectives that will cover a period over more than one cycle. In such cases, the basis on which the progress being made towards meeting the performance criteria for the objective will be assessed at the end of the first cycle and will be recorded at the beginning of the cycle.
- 8.8 All employees have a right to professional development opportunities and this can be provided by several means; management coaching and support, mentoring, shadowing, attendance on internal and external course(s), secondments etc.
- 8.9 The Trust encourages a strong professional development culture and has access to our own Teaching School Hub providing high quality professional development for Teachers and leaders in the region.
- 8.10 Professional development should always be a key component of staff PDP objectives.

9. Ongoing development meetings

- 9.1 Review points can take place on an on-going basis throughout the cycle. Regular 'check in' meetings can support employees to review their progress towards the objectives and evaluating information from a range of sources/evidence.
- 9.2 Line Managers are encouraged to utilise the PDP portal 'notes' section on a regular basis to ensure that employees are aware of any progress they have made towards their objectives.

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- 9.3 A formal mid review meeting will be scheduled during February/March each year. During this meeting employees can discuss their progress towards meeting their objectives and request additional support if required. Line Managers will review any evidence to meeting the objectives and plan realistic next steps to support the employee in reaching their objectives by the end of the cycle. A Mid-Review Meeting form should be added to the employees record on the PDP portal.

10. Annual end point review meeting

- 10.1 Each staff member will review their progress in meeting their objectives at the end of the PDP cycle alongside their line manager.
- 10.2 The staff member will make comments on their progress via the PDP portal. The line manager will complete an 'End of Review' form via the PDP portal and consider; their performance against their role and responsibilities and their objectives, in the context of the relevant standards; an assessment of their training and development needs and identification of any action that should be taken to address them.
- 10.3 The assessment of performance and of training and development needs will inform the planning process for the following PDP cycle.

11. Feedback to discuss difficulties and additional support

- 11.1 Staff will receive regular constructive feedback on their performance throughout the year via quality assurance methods.
- 11.2 If a manager identifies that the staff member is experiencing difficulties in reaching the expected standard of performance, and that the use of capability procedures could be necessary if the situation is not rectified, a separate meeting will be arranged to discuss the situation. Please refer to the Share MAT Capability Policy and Procedure.

12. Moderation of people development review documentation

- 12.1 The trust will operate a system of moderation to ensure that all line managers are working to the same standards. The Headteacher will be responsible for ensuring that targets are moderated across the school/academy to ensure that they are consistent between staff with similar experience and levels of responsibility. Additionally, the Headteacher will ensure that all PDP processes comply with the trust's PDP policy, the relevant regulations and the requirements of equality legislation.
- 12.2 All line managers will be provided with training to enable them to discharge all aspects of their role appropriately and effectively, including the conduct of PDP reviews.
- 12.3 The Directors will review the quality assurance processes when the PDP policy is reviewed.

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- 12.4 The Trust is committed to ensuring consistency of treatment and fairness and will abide by all relevant equality legislation.
- 12.5 There may be occasions when it is necessary to review (mid-cycle) what has been agreed in the last PDP meeting (for example relating to prolonged sickness absence, maternity leave or where reasonable adjustments are required under the Equality Act 2010).

13. Appeals

- 13.1 Employees have a right of appeal against any of the entries in the PDP cycle. Details of the appeals process are available from the Executive Headteacher/Principal/Headteacher.
- 13.2 The first line of appeal will be by making representations at a meeting with the manager who has been managing the PDP cycle. If the matter is still unresolved after this stage, please refer to the Share MAT Grievance Policy and Procedure.

14. Grievances

- 14.1 Where a member of staff raises a grievance during the PDP process about the said process, the process may be temporarily suspended in order to deal with the grievance.

15. Equality and diversity statement

- 15.1 Share MAT is committed to ensuring that all PDPs are conducted fairly, consistently, and transparently. We aim to foster an inclusive workplace, and this policy is applied without discrimination on the grounds of any protected characteristics under the Equality Act 2010. We will monitor the outcomes of our PDP process to ensure fairness and to promote equality of opportunity, and we will make reasonable adjustments for any employee who requires them.

16. Linked policies

Trust policies:

- Trust Pay Policies & Procedures
- Capability Policy & Procedure
- Grievance Policy & Procedure
- Probation Policy & Procedure

17. Schedule of Amendment

Version No	Amendment

Appendix 1 – Statement of PDP process



- PDP review cycle opens - **Friday 5th Sept 2025**
- **Review of 24/25 objectives via 'Every', setting of 25/26 objectives and self reflection via 'People Development Platform'.**
- Appraisee and apriaser to prepare for pay progression, if applicable. Please note - Accelerated pay progression must be requested by the individual via the HT and the EHT by Friday 26th September 2025. QA Meeting - 29th September for accelerated and threshold.
- PDP review cycle closes - **Friday 10th Oct 2025** (This is the trust deadline, school deadline will be early October and decided by each individual school). 'Every' accounts will close Dec 2025.
- PDP Quality Assurance meeting (Objective setting and pay progressions) 20th October 25
- HT sends pay progression lists to payroll - **Friday 17th Oct 2025.** Monday 20th Oct Quality Assurance Meeting.
- Pay statements and pay progression will be distributed in November 2025.



- Trust QA meeting will highlight any key themes and follow up support required to schools and individuals.
- Improvements to objectives made by schools/individuals no later than Dec 2025.
- Optional PDP check point in January, if required (16th Jan deadline)
- Training for mid review process and evidence. collection/uploading e.g golden thread evidence, in Jan 2025
- PDP mid-review for all staff opens - **Monday 23rd Feb 2026**
- PDP mid-review for all staff closes - **Friday 20th March 2026**



- Optional PDP check point in May, if required (18th May deadline)
- June 2026 - Leaders to check line management structure and standards assigned, lists sent to all HT by payroll.
- June 2026 - payroll to send HT list of all eligible pay progression staff members.
- July 2025 - staff have time for collection of evidence prior to 'Personal Development Final Review' in September. Appraisee to upolad any final pieces of evidence to support objectives and standards. Appraisee and apriaser to prepare for pay progression, if applicable.