

Performance Management Policy

Policy Note

*For the purposes of this policy, Orchard Therapeutic Farm (OTF), Orchard Therapeutic Outreach (OTO), Orchard Therapeutic Barn (OTB) and Orchard Therapeutic Active (OTA) will together be referred to as “**the Services**”*

This policy applies to all employees, volunteers, trustees, and contractors of the Services, as well as anyone representing Orchard Therapeutic Farm, Orchard Therapeutic Outreach, Orchard Therapeutic Barn and Orchard Therapeutic Active in an official capacity.

Policy Statement

The Services are committed to creating a professional, reflective and trauma-informed workforce, capable of delivering high-quality education, care and therapeutic support to all young people.

Performance management exists to ensure that every member of staff delivers high-quality practice **both in what they do and how they do it**, in line with the professional standards and values of Orchard Therapeutic Farm.

- supported to grow
- held to high, fair and transparent standards
- encouraged to reflect on their practice
- given opportunities for development and progression

This policy sets out the framework by which performance, development, wellbeing and professional standards are reviewed throughout the year. It ensures consistency across all areas of The Services and supports our commitment to a culture of inclusion, safety, and achievement.

Conduct that is contrary to the expectations, principles or purpose of this policy may result in further support plans or, where required, formal procedures.

This policy will help you understand how performance management operates within The Services. It explains the processes we use to maintain high standards, ensure staff wellbeing, and continuously develop the quality of practice across our provisions.

The Services believe that a skilled, reflective and supported workforce is essential to achieving outstanding outcomes for our young people. Staff are central to our mission. Regular reviews, coaching and professional development ensure our team remains confident, competent and aligned with our trauma-informed ethos.

We will review performance management processes annually and make improvements where needed.

Values, Conduct and Accountability

Orchard Therapeutic Farm’s values set clear expectations for professional behaviour across all roles. Staff are expected to demonstrate these values consistently through their interactions with children and young people, colleagues, families and external professionals.

Performance management therefore includes explicit consideration of whether staff practice reflects the organisation’s expectations around personalised support, safety, dignity, reflective practice and empowerment.

A failure to demonstrate these expectations may be addressed through supervision, support plans or formal procedures, regardless of whether other performance targets are being met.

Young Person’s Voice	How this applies to Performance Management Policy
I feel safe, listened to, and understood by the adults who work with me	Staff reflect on young people’s experiences as part of performance reviews, ensuring relationships and communication remain trauma-informed and child-centred.
Adults here know how to help me and support me when I am struggling	Ongoing CPD, coaching and reflective supervision help staff develop their skills so they can respond to dysregulation, trauma triggers and individual needs effectively.

<p>People here want to understand me and help me grow.</p>	<p>Performance objectives include relational practice, personalised support, and promoting dignity and inclusion. Staff improvement directly benefits young people.</p>
<p>I can rely on adults to put my wellbeing first.</p>	<p>Risk assessments, supervision and monitoring of staff ensure that safeguarding remains the top priority at every stage of employment.</p>

This Policy should be read in conjunction with our:

- Safeguarding and Child Protection Policy
- Code of Conduct for Staff
- Supervision Policy
- Training and CPD Policy
- Capability Policy
- Appraisal Templates and Review Documents
- Equality, Diversity and Inclusion Policy
- Stress and Wellbeing Policy
- Therapeutic and Trauma-Informed Practice Standards
- The Services Professional Standards

Why Effective Recruitment Matters

Effective performance management ensures that the staff working within The Services are skilled, confident, reflective, and able to provide high-quality care, education and therapeutic support to our young people.

It creates a culture where staff feel valued, listened to and supported, while also maintaining clear expectations and accountability. Strong performance systems contribute to:

- Safer practice and consistently high safeguarding standards
- Better relationships between staff and young people
- Higher quality teaching, care and therapeutic interactions
- Staff wellbeing, confidence and professional satisfaction
- Improved outcomes and experiences for our young people
- A stable, skilled and motivated workforce aligned with our trauma-informed ethos

Performance management is not about criticism or fault-finding: It is about growth, learning, clarity, and continuous improvement, ensuring that every child and young person benefits from the highest standard of professional practice.

Relevant Legislation

This policy has been developed in line with the legislation, statutory guidance and regulatory frameworks that apply to education, care and therapeutic services. Performance Management within *The Services* must be carried out in accordance with the following:

- Education Act 2002
- Children Act 1989 & Children Act 2004
- The Education (School Teachers' Appraisal) (England) Regulations 2012
- Employment Rights Act 1996
- The Equality Act 2010
- The Health and Safety at Work Act 1974
- Working Together to Safeguard Children (DfE)
- Keeping Children Safe in Education (DfE)
- The Human Rights Act 1998
- General Data Protection Regulation (GDPR) & Data Protection Act 2018
- Public Interest Disclosure Act 1998
- Standards for Supporting Teaching and Learning
- This legislation ensures that performance management processes are fair, transparent, legally compliant and supportive of staff wellbeing, safeguarding responsibilities and professional development.

Purpose

The purpose of performance management within *The Services* is to promote personal and professional growth, ensuring all staff are able to deliver high standards of education, care and therapeutic support.

Our system is supportive, relational, trauma-informed and aligned with the values of inclusion, safety, community and achievement.

Guiding Principles

- **Fair & Transparent:** All staff are supported and reviewed consistently.
- **Supportive:** Focused on development, wellbeing and reflective practice.
- **Continuous:** Built on regular feedback, not just annual meetings.
- **Aligned to Values:** Reinforces our trauma-informed ethos and standards.

Performance Management Cycle

The cycle runs from **September to the following August.**

Stage	Timeline	Summary
Objective Setting	September	Staff agree SMART objectives: one service-wide, one pupil-focused, one professional, and additional role-specific goals.
6-Weekly Reviews	Every 6 weeks	Short check-ins exploring progress, safeguarding, wellbeing, CPD needs, challenges and support required.
Mid-Year Review	Jan/Feb	Formal progress review, adjusting objectives and identifying strengths or concerns.
Annual Appraisal	By end of October	Comprehensive review of achievements, CPD, safeguarding practice and contribution to the ethos of The Services.

Objective Setting

Objectives must be:

- SMART (Specific, Measurable, Achievable, Relevant, Timely)
- Agreed jointly with the line manager
- Aligned to The Services' strategic priorities
- Reflective of the staff member's role and professional development

Annual Performance Targets

Each member of staff agrees 4–5 targets, including:

- Service Priority Target
- Curriculum / Delivery / Pastoral Target
- Training & CPD Target
- Role-Specific Target
- Values & Professional Conduct Target

The Values & Professional Conduct Target focuses on how staff demonstrate Orchard Therapeutic Farm's values in practice, including relational behaviour, reflective practice, safeguarding culture and contribution to a positive therapeutic environment.

Progress is reviewed:

- Every 4/ 6 weeks
- mid-year
- end-of-year appraisal

6-Weekly Review Meetings

Short structured meetings covering:

- progress on objectives
 - safeguarding and compliance
 - equality, diversity and inclusion
 - wellbeing and workload
 - training & CPD needs
 - pupil voice (where appropriate)
 - support required
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Mid-Year Review

A formal meeting focusing on:

- progress so far
 - updated objectives
 - wellbeing
 - support required
 - emerging concerns or celebration of excellence
 - review of values-led practice, including strengths, concerns and any required support
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End-of-Year Appraisal

A full reflective review covering:

- performance against objectives
 - professional conduct
 - safeguarding practice
 - CPD participation
 - evidence of values-led practice and professional conduct in line with Orchard Therapeutic Farm expectations
 - evidence gathered throughout the year
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Support and Professional Development

The Services commit to:

- in-house training
- external CPD opportunities
- reflective supervision
- mentoring and coaching

- career development pathways
 - Support plans will be created where needed.
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When Things Are Difficult

Where concerns arise, these may relate to performance outcomes, capability, or the manner in which duties are carried out. Concerns relating to professional conduct, relational practice or failure to demonstrate Orchard Therapeutic Farm values will be addressed through increased supervision and support plans.

Where insufficient improvement is seen, or where values-related concerns present a risk to children, colleagues or the organisation, formal capability or disciplinary procedures may be initiated.

Forms and Templates

- Objective Setting Form
 - Self-Reflection Form
 - 4/6-Weekly Review Template
 - Mid-Year Review Form
 - End-of-Year Appraisal Form
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Alignment with Professional Standards

Performance management is underpinned by The Services Professional Standards, including:

- trauma-informed practice
- therapeutic support
- safeguarding and compliance
- teaching and mentoring
- communication and conduct

Monitoring and Review

The Centre Manager (or equivalent senior leader within The Services) holds operational responsibility for ensuring that this Performance Management Policy is implemented effectively across all areas of the organisation. Line Managers are responsible for carrying out performance reviews, documenting outcomes, supporting staff development, and ensuring that the processes outlined in this policy are followed consistently.

Evidence used to assess values-led practice may include supervision records, observations, feedback from colleagues or families, safeguarding records, training engagement, reflective documentation and outcomes for children and young people.

The CEO and Directors provide overall governance oversight and ensure that this Policy remains aligned with statutory guidance, employment legislation, safeguarding requirements, and the therapeutic, trauma-informed values of The Services.

This Policy will be reviewed at least once a year, or sooner if legislation, organisational priorities, inspection findings, or operational learning indicate a need for revision. Improvements identified through monitoring, audits, supervision records, staff feedback, performance review data or safeguarding learning will inform future updates.

Employees are encouraged to suggest ways this Policy can be improved and to raise any concerns about its operation in practice.

After reading this Policy, you should be able to:

The purpose of the Performance Management Policy and how it operates across the Services;

How performance expectations, supervision, reviews and appraisals are applied, monitored and supported;

How professional strengths, concerns and development needs are identified, supported and addressed;

Your individual responsibilities within the performance management process, including participation in reviews, reflection, supervision and CPD.

Policy Review

The Centre Manager is responsible for ensuring this Policy is implemented effectively across the Services. The CEO will review this Policy at least once a year, or sooner if statutory guidance, legislation or organisational needs change, to ensure it remains up to date and fully compliant with safer recruitment requirements. Any amendments will be communicated to all staff and updated versions will be made available on the Services' shared systems.

Authorisation and Signature

This Policy is the authorised version agreed by the CEO of The Services.

All employees are expected to follow this policy and failure to do so could result in disciplinary action.



Ludivine Parmentier

Chief Executive Officer