

Three Counties Academy Trust



Support Staff Managing Performance Policy and Procedure

#HR2

Last amended 5th July 2026 (v1.0)

Policy lifespan: As determined by Hoople HR. Subject to annual compliance check. Next full review 31st October 2027.

Statement of intent

At Three Counties Academy Trust (TCAT), we want to invest in our staff and provide them with a secure and long-lasting relationship as employees of TCAT.

The purpose of this policy is to provide clear, consistent, and fair managing performance procedures that enable the Trust Board to meet its responsibilities under employment legislation and best practice, including ACAS guidelines.

This policy should be used when an employee's performance has been identified as falling below an acceptable level. Its purpose is to provide a framework for resolving the issue, ideally through the improvement of the employee's performance. The emphasis of the policy is on the CEO, CFO or nominated representative and employee jointly taking action to resolve the performance issue. As a last resort, the policy specifies the circumstances in which the employee may be redeployed to more suitable work, where available, or dismissed on the ground of capability.

Where an employee's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by him/her to the detriment of their school or TCAT, TCAT may decide to use its disciplinary procedure instead.

A written record of all meetings conducted under this procedure will be made, either by the person holding the meeting or by an additional person arranged by the organisation to take notes.

Employees who are having difficulty coping with their work, or who have personal difficulties, are encouraged to ask their Headteacher/Head of School, or nominated representative for help, and they can expect a constructive response. When formal procedures are necessary the CEO or CFO are expected to use them, and act in accordance with them, remembering that capability problems may be outside the employee's control and not a matter for blame.

Before this procedure is engaged, the employee should receive feedback from the CEO or CFO setting out the concerns about the employee's performance and how their performance can be improved. This procedure is designed to be used when such informal discussions have not led to the employee improving their performance to an acceptable level, or where the issue is of such a serious nature that informal counselling is not appropriate.

When determining appropriate timescales for improvement the application of this procedure may be speeded up in cases involving employees holding senior posts, employees in the first twelve months of their employment, and employees with relevant previous warnings under this policy. Please seek HR advice in these situations.

To that effect, we subscribe to and use the Support Staff Managing Performance Policy and Procedure for all categories of schools (HR002) as set out by our HR partners Hoople and used across the county of Herefordshire. The latest version of this policy will be the version used if and when need arises.

The latest (HR002) Managing Performance Policy and Procedure for all categories of schools can be obtained on request from the TCAT Central Team or from the Headteacher/Head of School and is the full and unabridged version as ratified by Hoople and adopted by the TCAT Trust Board.

Please note, where Hoople can at times have not ratified a new version of a policy before their planned review date, we will always use the latest version available, even where that may fall outside date scope until Hoople have approved a replacement.