



Performance Management Policy





1.0 Introduction

- 1.1 We know you will want to do a good job and achieve and maintain high standards of job performance. However, where there are any concerns around your performance this policy and supporting procedure will ensure the matters are addressed and resolved in the fairest way and that appropriate support is available to you.
- 1.2 We aim to resolve performance issues constructively and at the earliest opportunity. Where possible, concerns will be addressed informally with appropriate support before formal procedures are considered.
- 1.3 This policy does not form part of your employment contract, and we reserve the right to withdraw or amend it at any time.

2.0 Policy Statement

- 2.1 The purpose of this policy is to ensure that there will be a fair, consistent and systematic approach to the implementation of standards of performance. We are committed to handling performance concerns in a fair, timely, and transparent manner, giving employees the opportunity to understand concerns, respond, and demonstrate improvement.
- 2.2 The policy sets out the standards of performance that are expected and what you can expect if there are concerns that these standards are not being met.
- 2.3 We take our commitment to Equality and Diversity, and the provisions of the Equality Act 2010, very seriously. Under this policy no employee will be discriminated against on the grounds of the protected characteristics outlined in the Act. If you require reasonable adjustments these will be considered on a case-by-case basis.

3.0 Policy Scope

- 3.1 This policy and associated procedure apply to all permanent and temporary employees within the Housing Plus Group who have successfully completed their probationary period.
- 3.2 This policy does not relate to concerns about conduct which will be dealt with through the Group's Disciplinary Policy and Procedure. "Conduct" is taken to include wilful poor performance where an employee has the capability to perform at the required standard but chooses not to.
- 3.3 If there are concerns about your performance due to an underlying health issue, we will address these through the Group's Supporting Attendance and Wellbeing Policy and Procedure.

4.0 Definitions

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- 4.1 Performance Capability relates to your ability to perform the work expected of you to the standard we require.
 - 4.2 The duties and standards expected from you are outlined in your job description, together with objectives which should be agreed during one to ones, in accordance with Group policies.
 - 4.3 Performance Capability may be assessed by reference to skill, attitude or aptitude in relation to the job that they are employed to do.
 - 4.4 In instances where performance capability is of an exceptionally serious nature, for example where the health and safety of residents, tenants, service users or colleagues may be compromised, the result may be dismissal from the Group's employment even at the stage where a first concern is raised.

5.0 Roles and Responsibilities

- 5.1 Specific roles relevant to the performance management process are outlined in the Performance Management Procedure.
- 5.2 Managers are expected to manage all issues of performance as soon as a concern is identified.
- 5.3 Employees are expected to work in accordance with the expectations set out by their manager and behaviours defined by the Group and to engage in any relevant processes.

6.0 Informal Process

- 6.1 If your performance and behaviours are not reaching the required standards for your role, your manager will discuss these concerns with you. They will implement a personal improvement plan to support you which will clearly outline the nature of the level of performance required and how your current performance falls short of this.
- 6.2 Your progress towards your plan will be supported regularly through a monitoring period of a minimum of one month. This period will give you time to make and sustain the performance improvements identified in your plan.
- 6.3 You will be supported in your efforts to improve and maintain the standard of work through, for example (but not limited to), advice, coaching and guidance. If you do not meet the performance standards in the monitoring period, the process will move to formal action under this policy.

7.0 Formal Process

- 7.1 Where performance during the informal process has not achieved the expected improvement, you would be invited to a formal meeting. The outcome of this formal meeting could be dismissal if the concerns were sufficiently serious. In other cases, the outcome could be to allow you a further opportunity for improvement



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- 7.2 The formal process is explained fully in the Performance Management Procedure, but these are some key points:
- We are committed to handling performance concerns in a fair, timely, and transparent manner, giving employees the opportunity to understand concerns, respond, and demonstrate improvement.
 - You have the right to be accompanied by a work colleague, an employee voice forum member or a recognised trade union representative, at any formal meeting or hearing.
 - Review Meetings may result in formal warnings or dismissal on the grounds of capability.
 - Typically, the time allowed for improvement will be a minimum of one month
 - Additional Meetings may be convened at any time if new concerns are identified or existing ones intensify.
 - Review Meetings, including the Final Capability Hearing may be brought forward if there is evidence that improvement is insufficient or is not maintained.
 - Where the need for improvements has been met but it later becomes apparent that the improvement was insufficient or hasn't been sustained, the process will commence at the formal level without reopening the informal process.
 - You will be given the opportunity to appeal against any formal disciplinary action taken against you. Appeals will be heard by a manager not previously involved in the process, wherever possible.
 - If you are involved in a performance capability process you will be given the contact details for our Employee Assistance Programme so that you can access support such as counselling.
- 7.3 Where your performance falls significantly below the acceptable standard, and the actual or potential consequences could be extremely serious, moving straight to the final stage formal meeting may be appropriate.
- 7.4 You have the right to appeal against any formal warning under this policy.

8.0 Confidentiality

- 8.1 The provisions of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 place responsibilities on any organisation to process personal information that it holds in a fair and proper way. Failure to do so can lead to a criminal offence being committed. Data protection compliance should be seen as an integral part of employment practice and both employees and employers have responsibilities under both the Regulation and the Act. Everyone has responsibility for the type of personal information they collect and how they use it. No one at any level should disclose personal information outside the Group's procedures, or use personal information held on others for their own purposes. Failure to comply with this could result in disciplinary action being taken. Anyone disclosing personal information without the authority of the Group may commit a criminal offence, unless there is some legal justification.

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- 8.2 The Housing Plus Group is responsible for collecting, processing, and storing the personal and sensitive information of employees in accordance with relevant laws and regulations, such as the Data Protection Act 2018 and GDPR. We take the obligation to protect the privacy and security of your data seriously. Please refer to our group employee privacy statement on the hub which explains how we process and protect the information we hold about you.

9.0 Legal Framework

- 9.1 Relevant legislation and The Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice have been considered in developing this policy.



	Policy Control Sheet Performance Capability Management Policy Policy reference number - 2026/
Policy Author	Amanda Evans HRBP Manager
Direct Lead	Lorna Willox-Little Head of People
Version	
Target audience	All employees of Housing Plus Group
Consultation	Unite Union Unison Union Employee Voice Forum Senior Managers People Services Executive Management Group
Date of Equality Impact Assessment	No individuals or groups of people are disadvantaged by the adoption of this policy <state if this is the case and the date that the EIA was completed>.
Date of Data Privacy Impact Assessment	State if one is not required or the date of completion.
Approving Body	
Date of final approval	
Implementation date	
Monitoring arrangements	
Reporting	
Review date	
Expiry date	
Review cycle	
Policy category	
Associated policies and procedures	Performance Management Procedure Disciplinary Policy and Procedure Supporting Attendance and Wellbeing Policy and Procedure
Policy location	SharePoint HPG Hub Housing Plus Group website

Summary of changes table

Revision history			
Author	Summary of changes	Version	Authorised by & date