

Performance Management Policy

Scope and Applicability of Policy

This policy applies to all employees of Platform Housing Group (the Group), except those within their probationary period (see Probationary Policy).

Ill health capability is covered by the Sickness Management Policy. Conduct concerns are addressed under the Disciplinary Policy.

This policy aligns with relevant UK law and good practise (including the Acas Code of Practice) and should be read alongside associated Group policies.

1. Aims and Objectives

- 1.1 Our approach to performance management is about helping every colleague bring their best every day. We focus on clear objectives, continuous feedback, and living our values. Performance conversations are opportunities to learn, grow, and celebrate success.
- 1.2 We will provide line managers, who are responsible for managing performance, with a structured framework to ensure that all employees are treated fairly and given the opportunity to improve their performance to the required standards.

2. General Principles

- 2.1 Good performance is demonstrated through achieving agreed outcomes (standards, goals, KPIs), living our values and behaviours in daily work, and showing ongoing growth through learning, adaptability and wider contribution. High performance requires both the “what” and the “how.”

All employees must take responsibility to fulfil the requirement to reach the required performance level for their role, in accordance with their contract of employment.

- 2.2 The management of performance is a line management and supervisory responsibility. For the purposes of this policy, where the term ‘line manager’ is used, this may include supervisors, or designated employees, in the line manager’s absence.
- 2.3 Advice regarding performance management may be sought from several sources, including the Performance Management page on The Platform, the Learning & Organisational Development team, the Human Resources team and from senior managers.
- 2.4 Failure to comply with this policy may result in investigation in line with the Disciplinary Policy.

- 2.5 This policy may lead to dismissal on the grounds of capability if the required level of performance cannot be achieved and maintained.
- 2.6 Employees will be required to attend performance management meetings at any time during their employment with the Group if there is a concern regarding performance.
- 2.7 The Group has the right, at any time, to request additional medical or other evidence in relation to workplace restrictions at its discretion.
- 2.8 Where an employee falls within the scope of the Equality Act 2010, either due to an ongoing condition or a disability, full consideration will be given to any reasonable adjustments that may be required when applying the processes within this policy, where reasonably practicable.
- 2.9 The Group will follow all recommendations advised in Acas Codes of Practice, and relevant legislation in relation to performance management.
- 2.10 All records relating to employee health will be stored securely as special category data in employee files and/or the Human Resources Information System (further details can be found in the Confidentiality Policy and the employee privacy notice).

3. Roles and Responsibilities

3.1 Employee

- Deliver their day-to-day work to the standard required by the Group and their line manager and fully meet the standards and competencies for their job role.
- Understand role expectations, goals and behaviours; seeking clarity where needed.
- Take ownership of their development by identifying and advising their line manager of the skills, knowledge and support they may require to do their job.
- Complete all required training for the completion of their role and work towards achieving any objectives set.
- Engage in 121 check ins and performance reviews, ask for feedback and take ownership of own development. Seek and respond to feedback in a constructive way, using it as an opportunity to improve and grow.
- To attend performance reviews, check ins and performance related meetings.
- To engage with performance improvement support, including Performance Improvement Plans, as necessary. Flag any potential barriers early and suggest solutions.

3.2 Line Manager

- Set clear, measurable performance and behavioural objectives from the outset and review them regularly through monthly check ins (minimum) and quarterly performance reviews via iTrent.

- Monitor and assess performance continuously, providing timely, specific feedback, recognition and coaching using the GROW framework.
- Create, monitor and support colleagues through objectives, development conversations and Performance Improvement Plans.
- Maintain fairness, consistency and alignment with Group values and policies, ensuring respectful performance and capability management.
- Partner with HR, Learning & Organisational Development (L&OD) and other relevant teams as needed, including leading formal meetings, following required processes, signposting support options and ensuring job descriptions remain accurate and up to date.

3.3 Human Resources (HR)

- Advise on process, documentation and employment law compliance.
- To advise line managers on how to identify, address, and document performance concerns in a fair, consistent and timely manner.
- Ensure compliance with relevant policies, procedures and employment law during all stages of the performance management process.
- To advise on the Employee Assistance Programme (EAP), and other support measures such as occupational health and reasonable adjustments.
- To attend performance management and capability meetings as required.
- To maintain and store accurate records in relation to performance and capability processes.
- Signpost to relevant support options.
- Partnering with Learning & Organisational Development (L&OD) to identify learning or development interventions that may support performance improvement.

3.4 Learning and Organisational Development (L&OD)

- To provide the learning tools and resources to support employees in addressing performance concerns and building capability.
- To advise managers on appropriate learning interventions (e.g., coaching, mentoring, micro-learning and skills training) that may support performance improvement.
- Design and deliver training to build manager capability in handling performance conversations effectively.
- To support development and Performance Improvement Plans created as part of informal or formal performance management.
- Monitor uptake and effectiveness of learning interventions where appropriate and feeding insights back into the business to inform ongoing development strategies.

4. The Performance Management Process

The performance management process provides a clear, supportive framework for identifying, addressing and improving performance concerns. It sets out a structured approach consisting of three stages, ensuring colleagues receive fair opportunities, developmental feedback and the right support to achieve and sustain the standards required for their role.

4.1 Stage 1: Early Support (Informal Support - Development First)

Our approach to performance is developmental first. This stage focuses on identifying and addressing early signs of performance concerns in a supportive, collaborative way. The aim is to help colleagues get back on track through clear expectations, developmental feedback and meaningful development. At this stage, the emphasis is on understanding the root causes of challenges, agreeing practical solutions and providing the right support at the right time to enable sustainable improvement.

4.1.1 Indicators:

- Missed or declining performance against standards, KPIs or objectives.
- Repeated or recurring errors, a noticeable drop in quality.
- Concerns linked to values or behaviours.
- Patterns in customer or colleague feedback.
- Early signs of disengagement or inconsistency.
- A return of previously addressed performance concerns (outside the 12-month formal window).

4.1.2 Action:

- Identify concerns early through regular check ins, conversations or review meetings.
- Hold a supportive, open discussion to explore challenges, understand barriers and agree potential solutions.
- Give the employee space to share any difficulties and collaborate on a tailored Performance Improvement Plan.
- Clearly communicate expected standards, how to meet them, and the impact on the team, customers and the wider business.
- Record key points from performance and development discussions on the iTrent system (Conversations).
- Seek guidance from HR, where needed, to ensure fair and consistent handling.

4.1.3 Performance Improvement Plan

This may include:

- Additional training, coaching or shadowing.

- Regular feedback and progress check ins.
- Workload adjustments or role related changes (where appropriate).
- Tools or equipment to support performance.
- Adjusted working practices (e.g., minimising distractions, planning tools, prioritisation support).
- Clear, achievable objectives with measurable outcomes.
- Targeted learning identified with support from Learning & Organisational Development (L&OD).

4.1.4 Timescales

- Set a regular review schedule, typically weekly or fortnightly; minimum monthly.
- Ensure reviews are clear, transparent, and that the employee understands whether they are on track.
- A review period will usually last 12 weeks. If you feel as though it should be shorter or longer, contact HR for advice.

4.1.5 Outcomes

- Performance meets required standards - return to normal check ins within the performance framework.
- Some or no improvement - consider extending Performance Improvement Plan or moving to the formal stage (seek HR advice).
- Rapid deterioration or significant risk - may escalate to formal action earlier.

4.2 Stage 2: Formal Improvement

Stage 2 marks the formal stage of the performance management process and is used when early support has not led to sufficient or sustained improvement, or where performance concerns are more serious. The focus is on providing structured, documented support through a clear Performance Improvement Plan, ensuring expectations, timescales and outcomes are transparent. This stage remains supportive in approach but introduces formal review requirements and sets out the potential consequences, if required standards are not achieved.

4.2.1 Indicators

- The employee previously reached Stage 2 within the last 12 months (process restarts at Stage 2).
- Insufficient or inconsistent improvement during Stage 1.
- Decline in performance despite informal support.
- Significant or material risk to customers, colleagues, or the organisation.
- Performance shortfall considered too serious or impactful for Stage 1.

4.2.2 The Meeting

- Employee receives a written invitation with at least 48 hours' notice, outlining concerns, attendees and relevant documents.
- A HR representative must attend.
- The employee has the right to be accompanied by a Trade Union Representative, Employee Representative, or Group colleague.
- The Manager should explain how performance or behaviours fall short and the impact.
- Review informal support provided and areas still below standard.
- Provide the employee opportunity to respond fully and raise mitigating factors.
- Clearly outline expected performance standards.
- Agree a formal Performance Improvement Plan (PIP) including:
 - Clear, measurable objectives and success indicators.
 - Review dates and support required.
- A review period (typically 12 weeks) adjusted, as needed, depending on role/context.
- Confirm that insufficient improvement may lead to further formal action, including dismissal on capability grounds.

4.2.3 Review Period

- Regular review meetings scheduled (usually weekly or fortnightly).
- Ensure transparency so that the employee understands whether they are on track.
- The review period may be extended (up to 4 weeks) only if agreed support could not be provided (e.g., manager absence).
- Seek HR advice for extensions or adjustments.

4.2.4 Possible Outcomes:

1. Required Standard Achieved

- Confirm improvement in writing.
- Employee returns to normal performance management cycle with routine check ins.

2. Partial or No Improvement

Consider:

- A short extension (maximum 4 weeks)
- Progression to the next formal stage (seek ER guidance).

3. Performance Declines/Risk Increases

It may be appropriate to move to the next stage before the review ends, particularly if:

- Performance worsens.
- Risks emerge.
- The business, colleagues or customers are impacted.

4.3 **Stage 3: Final Performance Management Meeting**

Stage 3 represents the final step in the performance management process and is reached only after meaningful support and opportunities to improve have been provided. The focus at this stage is to ensure a fair, compassionate and transparent review of the journey so far, recognising the efforts made, understanding any remaining challenges, and considering the impact on the individual and the wider team. An independent manager will review all information carefully and listen to the colleague's perspective, ensuring they feel heard and respected throughout. The outcome will reflect a balanced assessment of progress, support provided and any barriers identified, with the aim of reaching the fairest possible resolution.

4.3.1 **Indicators**

- The employee has not met required standards following Stage 2.
- Stage 2 review periods have concluded without sufficient improvement.
- The line manager and HR have completed a Performance Management Assessment Report with supporting evidence.

4.3.2 **The Meeting**

- Line manager completes the Performance Management Assessment Report with HR support.
- Employee receives a written invitation with at least 48 hours' notice to attend the final performance management meeting.
- Meeting is chaired by an independent manager (not previously involved and at manager level or above).
- HR attends as support; a note taker may also be present.
- The employee has the right to be accompanied by a Trade Union Representative, Employee Representative, or Group colleague.

During the meeting, the Chair will:

- Explain which standards have not been met.
- Describe the impact on customers, colleagues, the department and/or the Group.
- Summarise the support provided and why improvement has not been achieved.

- Give the employee the opportunity to:
 - Respond to concerns
 - Present additional information or mitigating circumstances

The Chair will then consider:

- All action taken to support improvement.
- The impact and consequences of underperformance.
- The outcomes of review periods.
- Any mitigating circumstances presented.

4.3.3 Adjournment

- Either party may request an adjournment; reasonable requests should not be refused.
- The Chair may also adjourn if further investigation or fact checking is needed.
- The meeting must reconvene within five working days wherever practicable.
- After all evidence is heard, the Chair will adjourn to consider the appropriate outcome.

4.3.4 Possible Outcomes

- No further action – process concludes and employee returns to normal performance management cycle with routine check ins.
- Further review period – where additional adjustments or support may enable improvement.
- Consideration of suitable alternative work or redeployment.
- Dismissal on the grounds of incapability.

4.3.5 After the Meeting

- The employee should be advised of the verbal outcome at the meeting. Following this, a written outcome should be provided within five working days.
- If required, a follow up meeting will be arranged to explain the decision and next steps.
- If alternative work or redeployment is offered, the employee has three working days to consider it.
- If the decision is dismissal, contractual notice will be given.
- Employees are normally not required to work their notice.
- Employees may be placed on garden leave or paid payment in lieu of notice, depending on contract terms.

5. Repeat Performance Concerns

- 5.1 If the same performance concerns reoccur within 12 months of a formal stage, the process may restart at the appropriate formal stage rather than returning to Stage 1. Please seek advice from HR.

6. Appeals

6.1 Right to Appeal

- All employees have the right to appeal the outcome of a final performance management meeting.
- Appeals must be submitted in writing to the Employee Relations & Wellbeing Manager within five working days of receiving the outcome, clearly stating the grounds for appeal.

6.2 The Appeal Meeting

- An appeal meeting will be held within ten working days of receiving the appeal.
- The meeting will be chaired by an appeal manager not previously involved in the case, with a HR representative also present.
- The employee has the right to be accompanied by a Trade Union Representative, Employee Representative, or Group colleague.
- The employee may present their case and submit any new evidence.
- If new evidence is shared, the appeal manager may adjourn the meeting to investigate.
- Once all grounds and evidence are explored, the meeting will be adjourned for the appeal manager to consider their decision.

6.3 Possible Appeal Outcomes

- Uphold the original decision.
- Change the outcome (a sanction cannot be increased at appeal).
- Overturn the original decision.

If dismissal is overturned:

- The employee will be reinstated immediately with no loss of pay or continuity of service.
- A lesser sanction may be applied instead, where appropriate.

6.4 After the Meeting

- The employee should be advised of the verbal outcome at the meeting. Following this, written outcome should be provided within five working days explaining the reasoning.
- If the original outcome is upheld, the letter will confirm that the decision is final, with no further right of appeal.

7. Non-attendance and Re-arranged Meetings

- 7.1 If the employee does not attend without reasonable notice or justification, the appeal manager will review the circumstances; the appeal may be treated as withdrawn. If not withdrawn, the meeting will be rearranged within five working days of the original date.
- 7.2 If the employee's companion cannot attend, they may propose an alternative date within five working days, or longer, where reasonable, due to extenuating circumstances.
- 7.3 If the employee does not attend the rearranged meeting without notice, the appeal will be heard in their absence.

8. Time Intervals

- 8.1 Timeframes in this policy may be adjusted where reasonable (by agreement) to ensure fairness and effectiveness, considering role context, adjustments, or operational needs.
- 8.2 We aim for timely resolution while allowing sufficient time to demonstrate sustained improvement (typically up to 12 weeks per review period unless otherwise agreed).

9. Accessibility, Adjustments and Wellbeing

- 9.1 We will consider reasonable adjustments (e.g., altered duties, pacing, tools/equipment, training format, meeting format/time, neurodiversity friendly practices) and Occupational Health input, where appropriate.
- 9.2 Employees may access Employee Assistance Programme (EAP) and other wellbeing resources at any time.

Where the Equality Act 2010 applies, adjustments to process, objectives, timeframes and/or support will be considered and documented.

10. Equality and Diversity

- 10.1 We are committed to fairness and equality for all regardless of colour, race, ethnicity, nationality, gender, sexual orientation, marital status, disability, age, religion or belief,

family circumstances or offending history, as referred to in our relevant Group policies. Our aim is to ensure that our policies and procedures do not create an unfair disadvantage for anyone, either directly or indirectly.

11. Monitoring and Review

- 11.1 This policy will be reviewed every three years or in line with changes to legislation or best practice, whichever is earlier.
- 11.2 Approved documents are valid for use after their approval date and remain in force beyond any expiry of their review date until an updated version is available.

12. Associated Documents

- 12.1 List of documents - associated policies, procedures and publications:

- Sickness Management Policy
- Disciplinary Policy and Procedure
- Employee Code of Conduct
- Acas Codes of Practice

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The documents and forms referred to in this policy can be found via the following:

Check In Form	iTrent
Performance Review Form	iTrent
Performance Improvement Plan	Performance Management page on The Platform
Formal Invite Letter	The Employee Relations & Wellbeing Team
Outcome Letter	The Employee Relations & Wellbeing Team
Performance Management Assessment Report	Performance Management page on The Platform