



Aspire 2 Policy	Performance Improvement Policy
Approved By	Charlie Clare, Chair of Trustees
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Performance Improvement Policy

At Aspire2, we expect that everyone is seeking to continually develop and improve in their role, and that their line manager and the Charity provide support and professional development opportunities. To support team members to grow and develop, we have monthly line management and annual review cycles where we discuss performance management and continuous improvement.

However, where a team member's performance does not meet the required standard for their role, and their performance has been identified as needing a formal intervention to help them improve, we will use this Performance Improvement Policy. It provides a framework for resolving any performance issues and will ensure that any necessary additional support is put in place to allow the team member to reach the necessary standard of performance. As a last resort, the policy specifies the circumstances in which the team member may be dismissed on the grounds of capability.

Where a team member's poor performance is believed to be the result of deliberate negligence, or where serious errors have been made by them to the detriment of the Charity, Aspire2 may decide to use its disciplinary procedure instead at any stage of this process.

Stage 1 – Discussion at Line Management Meeting

If the team member's line manager has significant concerns regarding performance, they will discuss this with their line manager. They will then provide feedback on areas of improvement needed to the team member and confirm a timeframe by which they will decide whether to implement a performance improvement plan. They will support the team member to improve their performance over this timeframe.

The line manager may take a decision to raise an issue under the disciplinary process at this stage.

If the line manager believes a performance improvement process is needed immediately, and would be beneficial to the team member involved, the team member may be placed on a performance improvement plan immediately. It is likely that performance issues which arise during a team member's probationary period will lead directly to a performance improvement plan.

Stage 2 – Performance Review Meeting

Where Stage 1 does not lead to a satisfactory improvement in the team member's performance, the line manager will speak with their line manager and invite the team member to a performance review meeting. This meeting will take place with the line manager and the second line manager/Chair of Trustees and nominated Trustee as applicable..

The team member will be given an opportunity to respond to any criticisms of their performance and to put forward any explanation they may have for the matters identified by the manager as amounting to poor performance.

The outcome of the meeting may be:
 the implementation of a performance improvement plan designed to bring the team member's performance up to an acceptable level; or
 a decision to take no further action;



Stage 3 - Performance Improvement Plan

A performance improvement plan is a series of measures designed to help improve the team member's performance. Each plan will be tailored to individual need, but will contain the following elements:

Timeframe: the overall timeframe in which the necessary improvement must be achieved will be set out, together with the timescale for reaching individual milestones where appropriate. This is likely to be a six-week timeframe.

Targets: the performance improvement plan will specify the particular areas in which improved performance is needed and set out how, and on what criteria, the team member's performance will be assessed. Where appropriate, specific targets will be set that will need to be achieved either by the end of the plan or at identifiable stages within it.

Support: the performance improvement plan will specify the support which will be put in place by Aspire2 to support the team member in improving their performance. Such support may include training; additional supervision; the reallocation of other duties and their later reintroduction; or the provision of additional support from colleagues.

Feedback: as part of the performance improvement plan, the team member will be given regular feedback from their line manager indicating the extent to which the team member is on track to deliver the improvements set out in the plan.

If, at any stage, Aspire2 feels that the performance improvement plan is not progressing in a satisfactory way, a further meeting may be held with the team member to discuss the issue. As a result of such a meeting, the Charity may amend or extend any part of the plan.

Review: at the end of the performance improvement plan, the team member's performance will be reviewed. If satisfactory progress has been made, the team member will be notified of this fact in writing. However, if the manager feels that progress has been insufficient, they may decide to extend and/or amend the performance improvement plan to such extent as the manager considers appropriate. Alternatively, they may decide to refer the matter to a meeting under stage 4 of this procedure.

If performance is satisfactory and the plan is successful, the team member will meet with their line manager to confirm the outcome. The line manager will ensure they check in regularly with the team member and support them as needed. If, at any stage during the following six months, the team member's performance again starts to fall short of an acceptable standard, their line manager may decide to initiate stage 4 of this procedure or to reinstate the performance improvement plan.



Stage 4 – Performance Hearing

If a team member has not met the required targets set out in the performance improvement plan, the matter may be referred to a performance hearing.

The team member will be informed in writing of the grounds on which the hearing is being convened. In particular, they will be told of the respects in which their performance remains below an acceptable level. The hearing will be conducted by a panel of Trustees. The team member will be entitled to be accompanied by a fellow team member or trade union official.

At the meeting, the team member will have the opportunity to respond to any criticisms made of their performance and make representations about how the situation should be treated.

The outcome of the meeting may be:

- the extension of the performance management plan
- a decision to dismiss the team member.
- a decision to take no further action;

If appropriate, a decision to redeploy the team member. Any offer to redeploy the team member will be entirely at the Charity's discretion. Such an offer will be made only where the Charity is confident that the team member will be able to perform well in the redeployed role. It will normally be offered only as an alternative to dismissal in circumstances in which Aspire2 is satisfied that the team member should no longer be allowed to continue to work in their current role. While the team member is free to refuse any offer of redeployment, the only alternative available will usually be dismissal.

If Aspire2 believes that there is no alternative role available and suitable for the team member, but that they have not met an acceptable standard of performance, the Charity may decide to dismiss. Any dismissal will be with full notice or payment in lieu of notice. The decision to dismiss together with the reasons for dismissal will be set out in writing and sent to the team member.

Where a team member is dismissed in accordance with this procedure, they will have a right of appeal.

Appeal

A team member has a right of appeal against a sanction issued under Stage 4 of this procedure. A request for an appeal should be sent in writing to the Development Manager and set out the grounds on which the team member believes that the decision was flawed or unfair. The request should be sent within five days of the team member receiving written confirmation of the sanction imposed on them by the Charity.

An appeal will not be allowed to go ahead where the only ground given for the appeal is that the team member disagrees with the decision.

An appeal hearing will be convened to consider the matter. It will be chaired by the Chair of Trustees. The team member will be entitled to be accompanied by a fellow team member or a trade union official.

At the hearing, the decision to impose the sanction will be reviewed and the team member will be entitled to make representations about the appropriateness of that decision.

The result of the hearing will be either to confirm the sanction, or substitute any outcome that was available to the panel conducting the hearing at which the sanction was imposed on the team member.

The outcome of the appeal will be confirmed to the team member in writing, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.