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Policy Name	Staff Performance Management, Appraisal, Training and Development Policy
Policy Author	Director
Approved by Sub Committee	N/A
Approved by Management Committee	July 2024
Latest date of Next Review	July 2029

West Whitlawburn Housing Co-operative will provide this policy on request at no cost, in larger print, in Braille, in audio or other non-written format, and in a variety of languages. Please contact the office.



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Registered with the Scottish Housing Regulator No. 203
Registered Charity No. SCO38737, VAT Registration No. 180223636
Registered society under the Co-operative and Community Benefit Societies Act 2014

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Section 1: Performance Management

1. Introduction

- 1.1 One of West Whitlawburn Housing Co-operative's (WWHC) priorities is to have a culture of continuous improvement. This policy provides information on the principles behind organisational performance management, how it is managed and measured and how staff performance management aligns to this.
- 1.2 The policy sets out the process by which WWHC will manage staff performance and how this will help line managers to support individuals to maximise their contribution to the service we deliver.
- 1.3 The policy describes the support that individuals can expect from the organisation, to make their very best contribution towards WWHC. It also explains how WWHC will manage underperformance.

2. Organisational Performance Management

- 2.1 Performance Management enables managers to set targets, measure and review performance and re-define goals. It gives clear indications whether the activities undertaken by both the organisation and individuals are achieving the organisation's key objectives.
- 2.2 Managing performance is a fluid process between employees and their line managers as well as certain periodic events like appraisals. Performance management is not a distinct process, it joins elements of various processes and concepts such as goals, tasks and competencies.
- 2.3 Organisational performance management will support WWHC to:
 - Ensure that strategies and plans are focused on achieving the right outcomes
 - Track progress in delivering priorities
 - Effectively manage risk
 - Make informed decisions
 - Communicate to staff what is expected from them and how they fit into the overall framework for managing service delivery
 - Make clear our values and set a standard of behaviour at work that aligns with these
 - Evidence to the Scottish Housing Regulator and/or relevant external organisations that WWHC is achieving outcomes in line with the Scottish Social Housing Charter

- 2.5 WWHC strives to create a culture where individuals feel a sense of personal contribution and ability to be motivated by excellent organisational performance. Individuals should also be able to see that any lack of personal effort negatively affects overall organisational performance and that underperformance will be addressed through open and honest performance improvement discussions with their managers. Organisational performance management has a clear focus to improve the quality of the services delivered to our members.
- 2.6 The purpose of managing performance is to ensure that the efforts of people are aligned with the Co-operative's vision and values.
- 2.7 For this to be achieved WWHC has to ensure that people are clear about what is expected of them. Every individual has a job description that reflects the requirements of their role. However, understanding the bigger picture allows people to understand how their contribution, or that of their team, makes a difference to the overall performance of WWHC.

3. Elements of Performance Management

3.1 Induction

- 3.1.1 Managing the performance of all employees starts from day one, setting goals, targets and agreeing development plans. The induction process is the first stage in managing an employee's performance.
- 3.1.2 What an induction Involves depends on each job role.
WWHC's induction programme will include:
- Welcome to the organisation
 - Show around the building
 - Health & Safety
 - Workstation location
 - Introduction to other team members and/or colleagues
 - HR and other organisational policies
 - Time with other departments to understand how their own role fits in.
- 3.1.3 The line manager is responsible for ensuring that the employee is aware of the operational side of their role, what is expected of them and how they are expected to carry out their role by discussing:
- What the expected behaviours and standards are.
 - What the aims and objectives are for the employee to achieve setting out timescales.
 - Attendance standards and expectations.

- Details of any support and/or training that employee will expect to receive.
- Regular review meetings being scheduled and taking place.

3.2 Fluid Performance Management

3.2.1 This is a day-to-day interaction between employees and managers, leading to achieving organisational goals and standards through efforts of individuals. Daily discussions around what and how tasks have to be achieved provide opportunities to manage individual and team efforts and to give immediate feedback and support.

3.3 One to One Meetings

3.3.1 Although progress will be reviewed formally every year, periodic one to one meetings form part of the staff appraisal process. Having one to one meetings allows for more informal conversation and feedback about performance and wellbeing as they are a more natural part of the working day and this is encouraged as part of a continuous process.

They provide dedicated time for staff and their manager to discuss performance and priorities as well as to discuss any support required and also provide an opportunity to closely monitor any action for improvement that may have been previously agreed.

3.4 Annual Appraisals

3.4.1 Staff Appraisal is the process that is used to discuss manage and measure individual and team performance and is part of the overall framework for managing organisational performance.

3.4.2 It is recognised that for there to be effective performance management regular, well managed and honest conversations need to take place between individuals and their line managers.

The appraisal process allows individuals to identify direct links between their efforts and achieving organisational strategic goals and is covered in detail at **Section 2**.

4. Managing Team Performance

4.1 The same principles apply to managing the performance of teams as to individuals. Good communication, support,

feedback, recognition and tackling underperformance are all essential.

- 4.2 Team contributions need to be managed and coordinated in order to achieve organisational goals. Team reviews are conducted in a group setting at team meetings quarterly using Performance Assurance & Risk Sub Committee performance monitoring information.
- 4.3 The Team Review examines progress and performance against all aspects of the team's projects and tasks:
- Any performance indicators and their associated targets
 - Any team projects, tasks and milestones
 - Any other short term performance measures
- 4.4 The objectives of a Team Review are to:
- Review the progress of actions from previous team reviews
 - Assess and analyse performance particularly key performance indicators
 - Recognise good results
 - Identify the cause(s) of any under-performance
 - Put in place and establish monitoring mechanisms for remedial action
 - Learn from problems and successes
 - Look ahead to risks and challenges in the next period and put in place action to mitigate them
 - Identify any learning and development requirements
 - Reflect on the impact of any learning and development that has taken place since the last review

5. Managing Underperformance

5.1 Managing Individual Underperformance

- 5.1.1 Early intervention gives more opportunity to resolve issues. The aim should be to support employees to achieve the expected level of performance.
- 5.1.2 The process starts with having an informal meeting, during which the line manager will explain:
- what aspects of performance are unsatisfactory
 - what targets and standards are expected
 - and within what timescale
- 5.1.3 The line manager should encourage employees to explore what could be preventing them from achieving what is required and

then explore together how such gaps can best be addressed. This may simply be to reorganise the workload or provide help with how to prioritise work. There may be a need for training or there may be personal circumstances which are contributing to underperformance. It may be possible for the employer to support employees with personal circumstances however, responsibility is still with the employee to fulfil their contractual obligations.

- 5.1.4 The manager should establish whether the underperformance is of a “cannot do” or “will not do” nature. Whilst the former is a problem of capability and may be able to be addressed by an underperformance management process, the latter is an example of misconduct and may be dealt with by our disciplinary process.
- 5.1.5 The outcomes from an underperformance discussion should be confirmed in writing so that both parties are clear about the expectations about what is required to improve performance within a reasonable timescale.
- 5.1.6 If the results are not satisfactory, reasons for this should be discussed and new targets and standards may be set. This would again be confirmed in writing with clear expectations of tasks/behaviours explained. The employee should be informed that continued underperformance may lead to formal disciplinary action.
- 5.1.7 Where further review(s) shows unsatisfactory results, it may be decided that the formal Disciplinary Procedure should be invoked. Targets and standards of expected performance must still be set and reviewed as part of this process, with a view to supporting the employee to achieve the desired performance level.
- 5.1.8 In summary, in order to comfortably justify any formal action against the underperforming employee, the organisation must ensure that the following have taken place:
 - The process has started at the early signs of the employee not meeting required standards
 - A period of informal performance management precedes any formal disciplinary action
 - The employee should be advised exactly what aspects of their performance are unsatisfactory and why, what is expected of them and by when.
 - The employee is given opportunities to address the issues and improve their performance
 - The organisation has endeavoured to identify any appropriate support with regular reviews.

5.2 Managing Team Underperformance

5.2.1 Management inaction towards individual underperformance, misconduct or poor attendance can result in the rest of the team losing confidence and disengaging with the organisation.

5.2.2 It is important that whilst teams are given varied levels of autonomy to self-manage, individual underperformance is identified and challenged by line managers.

5.2.3 Line managers should make best use of strengths and weaknesses in their teams. Line managers should take time to get to know individual employees and understand strengths and weaknesses. Whilst uniformity may be necessary for achieving an acceptable standard of performance in the job, it can be practical and effective to utilise strengths. Everyday observations should help line managers discover this and discussions during appraisal meetings may also be helpful.

6. Roles and responsibilities

6.1 Management Committee and Senior Staff Team

6.1.1 Effective, performance management needs visible and enthusiastic commitment from the Management Committee and senior staff team which shows:

- Managing and improving performance is a priority
- Managing risk will be taken seriously
- Poor performance will be tackled and achievements and successes celebrated
- Performance management is carried out within a culture of open debate and constructive challenge, with the focus on solving problems
- Wellbeing at work is taken seriously

6.2 Line Managers

6.1.2 Line Managers role is to ensure understanding of organisational, departmental and team goals to individuals and to support employees in achieving these by ensuring staff:

- Know and understand what is expected of them
- Have the skills and ability to meet expectations
- Are supported by the organisation and line manager
- Are given regular feedback on performance.
- Have the opportunity to contribute ideas on planning and implementation of what has to be achieved

6.2.2 The manager's job is done through carrying out appraisals/performance reviews, giving regular feedback, supporting and coaching and managing underperformance. The most important is however the fluid day-to-day management, clear and relevant communication and regular real-time feedback.

6.3 Employees

6.3.1 Individuals will ensure that they:

- Actively prepare for, and participate in, appraisal discussions about progress towards achieving team and individual goals
- Approach performance appraisal in a positive, open and honest manner
- Are prepared to discuss what is going well, what is not and why
- Take underperformance seriously and work hard to improve
- Demonstrate behaviours in line with WWHC values
- Take responsibility for managing their own learning and development
- Are proactive in managing their health and wellbeing at work

Section 2: Staff Appraisal

1. Introduction

- 1.1 Staff Appraisal is an integral part of performance management where there is focussed discussion on performance over the previous year and the expectations and objectives for the next year between an employee and their line manager.
- 1.2 The appraisal templates used should not limit conversation or act as a barrier to constructive dialogue. They provide a framework for meetings and support both parties to consider performance and development points and prepare for the discussions and also provide a useful record of what has been agreed.

2. Purpose of Annual Appraisal

- 2.1 This appraisal will take place during August of each year with the purpose as follows:
 - To review performance against what was agreed would be achieved over the previous 12 months including challenges that were faced, risks that were mitigated as well as achievements.
 - To assess performance against the WWHC values
 - Receive feedback on performance and, if applicable, discuss any areas of underperformance and agree how these will be addressed.
 - To review any action to address improvement that may have been previously agreed
 - To review any learning and development activity that has taken place and evaluate the impact on performance.
 - To review any learning and development that has taken place to develop an individual beyond their current role.
 - To agree specific team and individual actions for the forthcoming year
 - To review the job description
 - To identify and agree what support or learning and development staff will need to achieve this
 - To discuss how an individual might be supported beyond their current role in personal or career development
 - To consider how health and wellbeing are being impacted at work
 - To discuss any other issues with the line manager.

3. The Appraisal Process

- 3.1 The staff member will be notified of the appraisal meeting by their line manager with at least two weeks notice.
- 3.2 The appraisal form should be issued to the line manager and the staff member at that time to give both parties time to consider the questions on the form and to prepare their answers prior to the start of appraisal meeting.
- 3.3 Meetings should ideally be no more than 60 minutes although line managers may find the actual time required varies. The time allocated should be kept clear of interruptions.
- 3.4 At the appraisal meeting the form will be completed jointly by both parties.
- 3.5 After a period of 2 days, both parties should meet again to briefly discuss and agree the outcome of the meeting. The form should be signed by both parties at this point.
- 3.6 The form, once completed and signed, will be kept on the personnel file of the individual staff member in a secure place. The staff member will be provided with a copy of the completed form.
- 3.7 If any training is identified as part of the appraisal the employee should liaise with their line manager to arrange this.
- 3.8 Employees are responsible for their own work performance and achieving objectives set however, the line manager should provide support and resources whenever required. It is also good to have regular one to one meetings and performance review meetings to discuss progress on the agreed objectives.
- 3.9 In the event that a disagreement arises between the line manager and staff member which cannot be left and/or resolved at that level, the procedure will be:
 - reference to next tier in staff structure until this is exhausted
 - reference to Staffing Sub-Committee
 - reference to formal grievance procedures involving the Union if still unresolved.

4. Development Plans

- 4.1 In the follow up to an appraisal problems, suggestions or requests are considered carefully and tackled if necessary or, when this is inappropriate, an explanation given of the reason or non action.

- 4.2 There are not always going to be development opportunities for individuals particularly in small organisations but people can still have development plans. There are many ways to address development needs and they are not limited to traditional training courses.
- 4.3 Development plans can be in relation to achieving agreed objectives or other areas which have a direct impact on the employee's role to provide them with skills and knowledge to progress. This may be about learning new things, to benefit employees personally and at work or about lateral moves, increasing responsibilities, getting involved in new aspects of team working.
- 4.4 Shadowing, coaching and reading materials can all provide opportunities to learn new skills.

Section 3: Training and Development

1. Introduction

- 1.1 WWHC strives to support its employees' development, at the same time ensuring that such development is relevant and supports the Co-operative's business.

2. Policy principles

- 2.1 WWHC's Training and Development Policy aims to:
- Ensure fairness, clarity and consistency for all WWHC staff members.
 - Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken.
 - Promote a culture of sharing knowledge and skills with work colleagues.
 - Assist WWHC's staff members with their professional development.
 - Assist with development discussions between staff and their line managers during appraisals.
 - Promote consideration of alternative methods of training to attending courses and conferences.
- 2.2 All training and development activities, including conferences, courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by WWHC colleagues, are ways of receiving training and development. Staff are encouraged to consider various methods of training, in light of their suitability for the purpose and to suit individual preferences.

3. Training and Development Plan

- 3.1 Each year the Co-operative will put in place a staff training plan, detailing all of the training needs identified, which will be prioritised for implementation.
- 3.2 The most effective way of meeting the training need, will be identified (in-house training, external course, appropriate reading, open learning, project based etc.) and detailed in the plan.

In developing the training plan, information will be gathered from:

- Business planning processes – when action plans to achieve business objectives are developed.
- Management Information Systems – monitoring of performance indicators.

- Performance appraisals and target review discussions.
- Succession Planning
- Legislative changes
- Refresher training requirements

3.3 The training plan is a fluid working document, which will be developed on an ongoing basis as various needs are identified.

4. Induction

4.1 All new staff will be provided with induction packages and training tailored to their needs will be in place as noted at Section 1 point 3.1 above.

5. Training Needs

5.1 Line Managers are responsible for identifying appropriate training and method of receiving the training.

5.2 Line Managers are responsible for individual staff training plans. The Corporate Services Officer is responsible for maintaining the overall collective staff training plan. The Chairperson is responsible for identifying the Directors training needs, for input to the training plan.

5.3 Training needs will be prioritised as:

- Essential that the requirement is met in order to achieve business objectives, or to achieve or maintain required standards of performance
- Desirable
- Personal development plan need identified, not business related

6. Vocational Training/Qualifications

6.1 Where the Management Committee has approved support and attendance for such courses, in line with E.V.H. Condition of Service B4, the conditions detailed in the Conditions of Service shall apply.

6.2 Staff wishing to request such assistance will:

- Submit a written request to their line manager giving full details of relevance, outcomes and management of the process.
- Line managers must then complete an additional report

making a recommendation to the Director.

- The Director will then submit such requests with recommendations to Management Committee for consideration.

7. Training Budget

7.1 Applications for training/conference fees to be funded fully or partially by WWHC will be subject to availability of funds in the training budget.

8. Training Outcomes

8.1 The Co-operative aims to get good value from training and will review and evaluate training outcomes.

- Line managers will discuss with staff.
- The Director will discuss training outcomes with committee members.
- The staff training plan will be monitored monthly at senior staff meetings.
- The committee training plan will be monitored monthly at Management Committee meetings.

9. Sharing Knowledge

9.1 There is specialised knowledge held amongst WWHC's staff which could benefit colleagues and the business when shared.

9.2 We aim to encourage colleagues to share their knowledge and skills with each other. Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people's career prospects and employability.

9.3 Where required, staff members should aim to share their knowledge for the greater benefit of the staff group in a semi-formal, structured and prepared manner. Various items of refresher training can be covered in this manner and will be appended to monthly staff meetings as required.

10. Performance Management

10.1 Appraisers and staff should work together in achieving a level of focused development, all of which should be driven by the staff appraisal system, which in turn should heavily reflect business priorities. The staff appraisal process is detailed at **Section 2** above.

11. Recording training

11. Training records
- 11.1 All staff should keep their own simple record of WWHC supported training/development carried out throughout the year which will also be used by the relevant appraiser in performance management and monitoring and approving requests for training throughout the course of the year.
- 11.2 The Corporate Services Officer will maintain a comprehensive training record for all staff and Management Committee.

Section 4

Protocol for the Management, Appraisal and Support of the Director

1. Introduction

This protocol sets out clear arrangements for the management, appraisal, supervision and support of the Director by the Management Committee of West Whitlawburn Housing Co-operative (WWHC).

2. Policy Aims

- To ensure that the Director receives support from the Management Committee
- To ensure that Committee review the Director's performance

3. Regulatory Standards

Standard 1: The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

1.5 All governing body members and senior officers understand their respective roles, and working relationships are constructive, professional and effective.

Standard 5: The RSL conducts its affairs with honesty and integrity.

5.5 The governing body is responsible for the management, support, remuneration and appraisal of the RSL's senior officer and obtains independent, professional advice on matters where it would be inappropriate for the senior officer to provide advice.

Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective.

6.7 The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal and requires continuous professional development.

3. Line Management

The Director plays a crucial role in the governance and leadership of the Co-operative, and is the key link between the Management Committee and the staff team. It is a key responsibility of the Director to facilitate good governance within the Co-operative.

The Director works at a senior level and will not require close supervision in order to carry out their responsibilities. However, it is essential for good governance that there are clear arrangements in place for management and supervision of the Director, at an appropriate level, and that the Director is supported effectively by the Management Committee in their role.

The Management Committee of WWHC delegates responsibility to the Chairperson to act as line manager role for the Director.

The Chair will be responsible for arranging periodic meetings with the Director throughout the year to:

- Review progress with key objectives
- Discuss the effectiveness of their performance and contribution to the leadership and governance of the Co-operative
- Discuss any areas of concern regarding Management Committee or staff team
- Committee meeting agenda planning and other issues
- Support, training and development required by the Director

4. Performance Management

WWHC seeks to take an integrated approach to performance management which allows individuals to contribute towards achieving organisational goals. The Business Plan process sets out the WWHC approach to business planning and how organisational aims, objectives, tasks and targets are set and reviewed each year.

WWHC has a system of individual staff appraisal which is linked to the business planning process.

Annual appraisals are conducted for all staff in August of each year. Objectives and targets set as part of this process are linked to WWHC's objectives and priorities for the coming year.

The training and development needs of each staff member are assessed, and a plan devised to meet these requirements within the context of the tasks and targets which require to be achieved and the level of competencies for the role being demonstrated.

5. Director Appraisal

The same principles are applied to performance management in relation to the Director, at an appropriate level, as to all other staff.

The Director will have an annual appraisal conducted by the Chair and/or Vice-Chair and Secretary (supported by an independent consultant, if additional advice is required) in August of each year.

All staff appraisals should normally be conducted during the month of August, and it is important that the Director's appraisal is arranged promptly by the Chair each year.

This appraisal will follow the same process as for other staff, and include a review of performance against the previous year's objectives, an assessment of the effectiveness with which the designated role competencies have been displayed, the key objectives to be achieved in the coming year, and any training, development or other support that will be necessary to enable these objectives to be successfully achieved.

Committee members do not work in the organisation from day to day, and cannot observe the Director's interaction with staff, tenants and other stakeholders. Every three years, and more frequently if deemed appropriate, a 360 degree feedback exercise will be conducted by way of preparation for the Director's appraisal, seeking observations about the Director's performance from other senior staff and other committee members.

Issues may also be discussed in any one-to-one meetings with the Chair.

6. Grievances and Disciplinary Matters

Any grievances which the Director wishes to discuss or pursue formally must be raised in the first instance with the Chair, unless they relate to the Chair in which case they must be raised with the Vice Chair.

Any grievances raised by staff or Committee Members relating to the Director must be raised in the first instance with the Chair, unless the Chair is part of the grievance, in which case they should be raised with the Vice Chair.

Appendix 3 of the Notifiable Events Policy - Handling a serious complaint against the Director - sets out what the Management Committee must do when dealing with a serious complaint or grievance against the Director

Section 5: Other Matters

1. Creating a Culture of High Performance and Continuous Improvement

- 1.1 High level performance should be the focus of the organisation consistently and appear on meeting agendas of the Committee, senior staff and teams.
- 1.2 Managers must lead by example in their attitude towards organisational values.
- 1.3 Communication about the organisation's overall performance should be transparent and visible to everyone.
- 1.4 Successes should be highlighted whilst underperformance tackled.
- 1.5 Every employee should be aware of how their efforts contribute to overall performance, they should be aware if they have done well; and encouraged to improve if they have not.
- 1.6 Customer focus and constant striving for improvement are essential elements of a continuous improvement culture.
- 1.7 Staff should be encouraged to excel in customer service by being empowered to make essential decisions and being comfortable speaking to their line managers about how their teams' work is organised, what helps and what hinders, and making suggestions for improvements

2. Equalities

- 2.1 We are committed to ensuring equal opportunities and fair treatment for all people in our work. In implementing this Policy, we will provide a fair and equal service to all people, irrespective of factors such as gender, race, disability, age, sexual orientation, language or social origin, or other personal attributes.

3. Policy Review

- 3.1 This Policy will be reviewed every 5 years unless legislative or good practice changes require an earlier review.

West Whitlawburn Housing Co-operative

Equality Impact Assessment

Name of Policy to be assessed	Staff Performance Management, Appraisal, Training and Development	New policy or revision of existing?	Revision
Person(s) responsible for assessment		S Marshall	
Briefly describe the aims, objectives and purpose of the policy.	The main aims of this policy are to promote a culture of continuous improvement and provide information on organisational performance management, how staff performance management aligns to this.		
Who is intended to benefit from the policy? (EG applicants, tenants, staff, contractors)	Staff		
What outcomes are wanted from this policy? (EG the measurable changes or benefits to members/ tenants / staff)	Clear understanding of the performance management framework with consistent implementation across the staff team.		
Which groups could be affected by the policy? (note all that apply)			
Race	X	Gender	X
Sexual orientation	X	Gender reassignment	X
Age	X	Religion or belief	X
Marital status	X	Disability	X
Pregnant and Maternity	X		
If the policy is not relevant to any of the equality groups listed above, state why and end the process here.			
N/A			

Have those affected by the policy / decision been involved?		
Senior staff consideration and comments on proposed policy.		
Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.	Positive Impact(s)	Negative Impact(s)
	Effective implementation of the policy will ensure fairness and consistent implementation across the staff team.	If the policy is not implemented fairly, WWHC may breach legal and regulatory requirements and staff may be unclear on performance management arrangements.
What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)	Ensure staff members are aware of the policy.	

Signed: Stephanie Marshall

Job Title: Deputy Director (Interim)

Date: 09/07/2024