



Capability and Performance Policy

Owner	John Harrison, Town Clerk
Reviewer	Emily Hastings
Previous versions	
Templates used/adapted	ACAS
Approver	Initial: Staffing Committee Final: Finance & Governance Committee
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Resolution number	HTC/25/3/158
Date of next review	2 years
Related policies/procedures	Disciplinary Policy Sickness Management Policy
Policy covers	All HTC
Revisions	11.11.25 Added in resolution number and disability statement

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If you require any support in understanding or applying this policy, please contact the Corporate Services Manager. In addition, in line with the Equality Act 2010, we will make reasonable adjustments to remove or reduce disadvantages faced by disabled employees, Councillors, or applicants.

Introduction

1. This policy aims to support and improve employee performance in a fair, consistent, and supportive manner. It provides a structured approach to managing underperformance due to lack of capability, ensuring compliance with employment law and ACAS guidelines. Underperformance could include missed deadlines, poor quality of work, repeated mistakes.
2. This policy applies to all employees of the Town Council. It does not cover issues of misconduct (handled under the Disciplinary Policy) or ill health (covered by the Sickness Management Policy).

Principles

3. Employees will be treated with dignity and respect.
4. The policy promotes early intervention, support, and improvement.
5. Employees have the right to be accompanied by a work colleague or a Trade Union representative to all formal meetings in this procedure.
6. The process will be transparent, fair, and consistently applied.
7. Performance concerns will be addressed at the earliest opportunity to clarify expectations and enable the employee to improve before the formal process.

Informal stage

8. Line Managers should address performance concerns informally in the first instance:
 - Discuss concerns with the employee.
 - Identify support or training needs.
 - Set clear expectations and review dates.
9. If no improvement is made within 4–8 weeks, the formal procedure may be initiated.

Formal stage: Formal review meeting

10. The employee will receive written notice of the meeting and the concerns.
11. The meeting will review performance, support provided, and any mitigating factors.

12. An improvement plan will be agreed, including:

- Specific performance targets.
- Support/training to be provided.
- Timescales for review (typically 4 – 8 weeks).

Formal stage: First written warning

13. If performance does not improve:

- A first written warning may be issued.
- The improvement plan will be revised and extended within 4 - 8 weeks.
- The warning will remain on file for 6–12 months.

Formal stage: Final written warning

14. If insufficient improvement continues:

- A final written warning may be issued.
- A final review period will be set within 4 - 8 weeks.

Dismissal

15. If performance remains unsatisfactory:

- A dismissal hearing will be held.
- The employee may be dismissed with appropriate notice.

Appeals

16. Employees have the right to appeal any formal warning or dismissal. Appeals must be submitted in writing to the Town Clerk within 10 working days of the decision.

Special cases

17. Capability issues involving the Town Clerk will be managed by the Mayor, Deputy Mayor, and a nominated Committee Chair.