NHS
Kernow
Clinical Commissioning Group

Performance policy

Date approved: 23 July 2021

This policy was adopted by NHS Cornwall and Isles of Scilly Integrated Care Board (ICB) on 1 July 2022.

We are working to change the branding on our policies and to make sure they are accessible.

We intend to complete this work by 1 April 2023. While this work is underway, all references to NHS Kernow, the CCG and related structures should be taken to relate to the ICB.

This policy may not be suitable for users of assistive technology. If you use assistive technology (such as a screen reader) and need a version of this document in a more accessible format, please email ciosicb.corporategovernance@nhs.net. Please tell us what format you need. It will help us if you say what assistive technology you use.

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V.1	February 2021	Tricia Phillips	Accessibility and review of policy. Changes to use of language have been applied creating a humanised approach to managing people. There are additions about proactive and positive performance management and 2-way dialogue when setting objectives.
V.2	23 July 2021	POD board	Updated policy ratified by POD board.

Contents

1. Introduction 5
   Performance issues or concerns 5
2. Purpose 6
3. Definitions 6
   Performance 6
4. Responsibilities 6
   Governing Body members and senior managers 6
   Managers 7
   People and organisational development 7
   Individuals 7
   Our commissioning responsibilities 7
5. Policy statement 8
   Venue 9
   Representation 9
   Written representations 9
   Documentation 10
   Timings 10
6. Procedure 10
   Informal stage 10
   Formal stage 11
   Stages of the formal process 11
      Stage 1 12
      Stage 2 12
      Stage 3 12
   Appeals 13
7. Keeping records 13
8. Timescales 14
9. Implementation plans and monitoring effectiveness 14
10. Update and review 14
11. Policies referred to in this document 14

Appendix 1: Equality impact assessment 15
   Aims, objectives and purpose of the policy 15
   Differential impacts 16

Perspective of race, nationality and/or ethnic origin 16
Perspective of sex 16
Perspective of disability 16
Perspective of sexual orientation 17
Perspective of age 17
Perspective of religion or belief 18
Perspective of marriage and civil partnership 18
Perspective of gender re-assignment 18
Perspective of pregnancy and maternity 19
Other identified groups 19
Human rights values 19
Public Services (Social Value) Act 2012 20

1. Introduction

NHS Kernow Clinical Commissioning Group (NHS Kernow) is dedicated to providing a high-quality service through merit based, robust recruitment and selection of colleagues and through effectively managing and developing them to sustainable levels of sound performance.

NHS Kernow recognises the need for a policy to help and encourage all employees to achieve and maintain effective work standards as described in the individuals job description and to consistently display behaviours in line with the organisation's values. This policy is intended to ensure consistent and fair treatment for all colleagues who experience difficulties in performing the duties of the post or behaving in line with our values. NHS Kernow seeks to promote a culture of regular, great and honest conversations about performance and development. NHS Kernow also recognises that any difficulties that do arise may be outside the control of the colleague involved. However, where necessary, performance improvement matters must be dealt with fairly and all employees must have the opportunity to respond before taking further action.

Performance issues or concerns

A colleague is considered to lack capability, referred to in this policy as a performance issue or concern, when their skill, knowledge or experience is insufficient to allow them to carry out all aspects of their role to the required standard.

A performance concern may arise from an individual's lack of ability or experience or from a lack of appropriate supervision or a lack of clarity over goals set. It is important that the cause of any performance concern is discussed and understood by the colleague and line manager before seeking to address it. This will help resolve the issue at a much earlier stage without the need to resort to more formal measures.

Sometimes performance concerns can be the result of a failure to meet 1 or more or the main objectives of a particular role, although more commonly, they arise from the failure to meet 1 or more smaller objectives.

Colleagues and managers are responsible for ensuring their 1 to 1's are effective, and they have clear objectives. If they feel this is not the case, they should raise this with their line manager and seek advice from a POD team member if they need support to do this.

This policy applies to all those employed by NHS Kernow and in the interests of the individual and organisation it will be dealt with in a timely manner.

Where a colleagues failure to meet the required standard of performance is wholly as a direct or indirect result of a disability, this should be dealt with in discussion with occupational health.

Where a colleagues failure to meet the required standard of performance is through wilful negligence or misconduct, this should be dealt with under NHS Kernow's disciplinary policy.

2. Purpose

This aim of this policy is to provide a clear, fair and consistent framework for supporting all colleagues within NHS Kernow to perform at an acceptable level in order to provide high quality services to the public and other team members.

It seeks to ensure that, where levels of performance fall below the minimum level required, clear systems are put in place with the key aim of supporting colleagues to address such issues and fulfil their role, in a constructive and supportive way and with respect and dignity in line with NHS Kernow's values and behaviours.

In addition, the policy also aims to advise and support managers and colleagues on effective ways for improving performance in a consistent way and how colleagues can be best supported.

This policy is not intended to cover situations where performance issues relate to a lack of effort, negligence or a refusal to work to required standards; this will be managed through the disciplinary policy.

3. Definitions

Performance

This is defined as being able and competent to perform to required standards. These standards may be laid down in the job description for the post and/or are determined in accordance with the colleagues contractual obligations and reasonable management requests, for example via agreed objectives or instructions.

4. Responsibilities

Governing Body members and senior managers

- Encourage a culture where performance development and great and honest conversations are supported, and where any performance issues are dealt with in a proactive manner.
- Support managers to address performance issues at the earliest possible stages.

Managers

- Ensure that all colleagues receive regular, timely 1 to 1s in which records are kept.
- Communicate effectively with colleagues, including giving and receiving of feedback.
- Support, guide and train colleagues to fulfil their role to an acceptable standard.
- Review colleagues objectives regularly to make sure they are realistic and relevant.
- Agree realistic and measurable standards of performance.
- Focus on addressing issues in a positive way.
- Comply with common law principles to ensure a safe working environment.
- Ensure there is no discrimination, harassment and bullying.
- Ensure equality of opportunity and management of diversity.
- Examine any trends in their team and provide training and development to meet gaps.
- Ensure that job descriptions and person specifications are correct.
- Seek support to improve, where needed, their performance management skillset.

People and organisational development

- Ensure that this policy is understood and implemented consistently by managers.
- Work with managers and trade union representatives who require support.
- Provide training, tools and guides to support effective conversations about supporting performance and objective setting.

Individuals

- Undertake their role as described in their job description.
- Perform duties to an acceptable standard.
- Take an active part in regular objective setting for their role.
- Ensure that they understand what is required of them.
- Ask for clarification and/or support where requirements are not achievable, clear or met.
- Be open to feedback from line managers.
- Engage positively in conversations about how issues can be addressed.

Our commissioning responsibilities

In addition to directly employed colleagues, it is NHS Kernow's responsibility to ensure that commissioned and independent contractors have arrangements in place to monitor and manage the performance and capability of their colleagues

This requirement forms part of NHS Kernow's quality schedule, which is included within each of the key contacts and service level agreements. Contract monitoring and quality assurance processes will confirm that the individual independently contracted practices have arrangements in place to deal with performance concerns. The frequency of

contract monitoring is recommended as monthly, in the department of health contract guidance.

5. Policy statement

The general expectations of a role are set out in the job descriptions and person specification. Managers will be required to outline and make clear any specific expectations and support required as part of the induction, 1 to 1 supervision, team meetings and appraisal processes.

From time to time, colleagues may be required to work more flexibly and take on different or additional responsibilities, for example, during periods of organisational change or for specific projects. Where this occurs, it should be discussed as part of the 1 to 1 meetings and managers must consider the extent to which the changes impact on the colleagues opportunity to develop and maintain the full range of skills identified in their substantive job description and person specification.

It is considered a normal aspect of the line management relationship to have regular and frequent supervision or 1 to 1 conversations about work allocation, deadlines, where work has been done well and where there may have been errors or mistakes. These conversations are intended to provide both manager and colleague with clarity over their work objectives and help the manager to understand what assistance may be required to support them in performing well.

Detailed discussions around a managers concern over a performance issue should not come as a surprise to a colleague, or unnecessarily delayed for an appraisal conversation. Managers will be expected to have begun constructively addressing issues informally at the earliest possible stages to prevent poor performance issues becoming ongoing concerns or serious problems. The formal stages cannot commence unless there is clear, documented evidence of constructive attempts to resolve the issue informally. Such evidence could include file notes of 1 to 1 discussion, development plans, training opportunities provided or coaching.

A form for documenting 1 to 1 meetings can be found on IRIS.

Where a manager has concerns over a colleagues performance, they should discuss this in person, with careful application of interpersonal skills such as assertiveness, giving feedback, listening and questioning. If it is considered that the colleagues work falls below an acceptable standard, the manager will work constructively with the colleague to support improvement to an acceptable level.

Where a colleague raises a grievance during either the informal or formal stages of managing their performance, NHS Kernow will carefully consider the nature of the grievance and reserves the right to proceed with the performance process where it considers it appropriate to do so.

Careful consideration should be given to the extent to which a performance concern is due to the absence of a reasonable adjustment. Where a colleague is known, or could reasonably be known, to have a disability and there is a performance concern; line managers should consult with the POD team in the first instance. With appropriate support from occupational health where required, the POD team and line managers can explore whether the application of a reasonable adjustment is all that is required. Any decisions relating to this situation should be confirmed in writing to the colleague.

Circumstances may arise when the ill health of a colleague prevents the performance procedure from being followed because a colleague is too ill to participate in the process. Where this is the case a number of principles will apply. Firstly, the ill health of a colleague will not usually be grounds for abandoning any ongoing performance process. Secondly, where the absence is likely to be short, the manager will usually wait until the colleague recovers and is able to take a full part in the process. Thirdly, where the absence is ongoing and it appears that the colleague is likely to remain off sick for an extended period, we will require the colleague to co-operate with occupational health, in determining whether they are sufficiently fit to take part in the performance process. Managers should seek advice from the POD team prior to making an occupational health referral in these instances.

Depending on the response and advice from occupational health, the manager will consider taking any of the special measure listed below:

Venue

To consider holding any performance meetings at a venue other than the organisation's premises, either to reduce any concern caused to the colleague by attending the meeting or to accommodate any physical needs that the colleague may have.

Representation

To consider any request that the colleague may have to be represented in the process by a colleague or union official where it appears that the colleagues illness may affect his or her ability to explain his or her case. The representative may be allowed an expanded role in the process where this would assist the colleague in ensuring that his or her case is fully explained.

Written representations

To consider allowing the colleague to rely on written representations where the colleague may have difficulty in explaining his or her views. Consideration will be given which may be prepared by a representative.

Documentation

NHS Kernow will take particular care to ensure that the colleague receives all documentation relating to the performance process sufficiently in advance. This allows them to prepare fully, taking into account any effect that the colleagues health may have on his or her ability to analyse the information and prepare a response.

Timings

While being committed to the principle that matters should be dealt with promptly, NHS Kernow may allow extra time for any stage of the performance process to ensure that the colleague can participate effectively. Particular attention will be given to the duration of any performance meeting and its impact on the colleague and the need to take appropriate breaks.

6. Procedure

Before consideration is given to proceeding to the formal stages of this process, there needs to be clear, documented evidence that sufficient opportunity has been given for the performance issue to be addressed informally.

Informal stage

At the informal stage, managers should speak to a member of the POD team to discuss the performance issue and what solutions might be appropriate and reasonable. The manager will also need to be mindful of any personal problems that the colleague may be experiencing and offer the appropriate support.

The informal process will be adapted to ensure that it meets the individual needs of the colleague and the purpose of convening any meetings under the informal stages of this policy is to help the colleague understand:

- what the expectations of the role are
- where the colleague is not meeting that expectation
- the nature of the performance concern
- the impact that it is having
- what the improvement needs to be

The meeting should allow the line manager and colleague to discuss the performance concern in more detail so that both parties share an understanding of the issue and how and why it has come about and what action needs to be taken to address the issue.

An action plan is the most appropriate way of recording the required improvement, timescales, milestones, support available and measures of success. The agreed action plan will then form the basis of subsequent informal review meetings to assess progress

and the successful completion of the objectives set. The POD team should be consulted on the development and content of such plans.

During informal stages the line manager may need to use more frequent supervision and adopt a more directive approach. However, any such techniques put in place should be reasonable, proportionate and only implemented in the short term. Their requirement in the longer term may be further indication of a performance issue.

Time periods for review should be reasonable and appropriate in order for the colleague to have sufficient opportunity to make the necessary improvements.

A signed record of each meeting should be held confidentially by both the colleague and the manager on the personal file. Once the colleague has achieved the required improvement in their performance and it has been sustained for 12 months with regular monitoring, the file note can be removed and destroyed.

Where the colleague does not reach the required improvement or is unable to sustain the improvement for a period of 12 months, the line manager will need to assess, on a case by case basis, whether to review the action plan under the informal stage or to proceed to the formal stage.

Formal stage

Before proceeding to the formal stage of this policy, managers will need to consult with the POD team. They should be confident that they have meaningfully attempted to address the performance issue informally and that the colleague has been given reasonable time and appropriate support to improve. This will be evidenced through the action plan and meeting notes.

The formal stage of the process is intended to provide further support for the colleague and provides them with the right to representation. The chosen accompanying person may be a current work colleague, or an official of a staff association recognised under the agenda for change agreement, or an official of any trade union and who is not a family member nor acting in a legal capacity.

If, during the discussions at the formal stage, it is felt that the performance issue is due to wilful negligence or misconduct, this should be dealt with under NHS Kernow's disciplinary policy and procedure and a decision to change procedure should be taken in consultation with the POD team.

Stages of the formal process

The formal stage is as follows:

Stage 1

A formal meeting is held with the line manager and the colleague, who has a right to representation at the meeting. The purpose of the meeting is to outline the performance issue, review the situation to date, the objectives being set, the relevant measures, the support available and the review period. An outcome letter will be sent to the colleague following the meeting, summarising the discussion, the objectives set, agreed actions and outcome. A first written warning may be issued as an outcome of this meeting. This is held on the colleagues personal file for a fixed period of 6 months.

At the review period, or an earlier date if it becomes clear that no improvement is being made, the manager may progress to stage 2. Similarly, if the improved performance is not sustained for the duration of the first written warning, the manager may progress to the next stage.

Prior to moving to stage 2, managers should discuss options for coaching and/or mentoring with the colleague. Consideration will also be given at this point to opportunities for redeployment where there is evidence to indicate that the performance issue would not exist in a different job role.

Stage 2

A formal meeting is held with a senior manager, line manager and colleague, who has a right to representation at the meeting. The purpose of the meeting is to outline the performance issue, review the situation to date, the objectives being set, the relevant measures, the support available and the review period. An outcome letter will be sent to the colleague following the meeting, summarising the discussion, the objectives set, agreed actions and outcome. A final written warning may be issued as an outcome of this meeting which is held on the colleagues personal file for a period of 12 months.

If a final written warning is issued, the colleague must be informed that if the performance issue is not resolved and progresses to stage 3, a possible outcome is dismissal.

At the review period, or an earlier date if it becomes clear that no improvement is being made, the manager may progress to stage 3. Similarly, if the improved performance is not sustained for the duration of the final written warning, the manager may progress to the next stage.

Stage 3

A formal meeting is held with the relevant director, or their representative, a senior manager or appropriate substitute and colleague. The colleague has a right to representation at the meeting. The director will act as chair. The purpose of the meeting is for the manager to clearly outline the performance issue, the interventions and actions to date, and review what progress has been made. The colleague will have the

right to respond and explain their view on how the performance issue has arisen, offer any evidence in mitigation and whether there are any special circumstances that need to be taken into consideration.

Following an adjournment to consider all the facts presented and completing any further consultations required, the chair will reconvene the meeting to sum up their findings and issue an appropriate sanction which could include:

- a period of further monitoring for a maximum period of 6 months
- redeployment to a more suitable role
- demotion
- dismissal.

The chair will also inform the colleague of their right to appeal against the decision and that they will have 7 working days from the date of the formal written notice letter to do so.

If the sanction is a dismissal, it will be on grounds of a lack of capability and the colleague will receive formal written notice, as specified in their contract of employment. The letter will clearly summarise the grounds for the action and the colleague's right to appeal against the decision.

The colleague must have been informed previously in the formal process that a possible outcome of the stage 3 meeting could be dismissal.

Appeals

If the colleague submits an appeal within the relevant timescales, an appeal hearing will be arranged with the next level manager (where appropriate this will be either a director, deputy managing director, managing director or Governing Body member or chair depending on the position of the colleague and the stage at which they raise the appeal). They will consider the grounds that have been put forward and assess whether or not the conclusion reached at the relevant formal meeting was appropriate. A POD representative will be part of the decision making panel.

7. Keeping records

All stages of this procedure should be recorded and retained in the colleagues personal file. Records kept will be referred to at future stages of the procedure as necessary. A summary note will be kept of expired warnings.

A first written warning will be held on the colleagues personal file for a period of 6 months.

A final written warning will be held on a colleagues personal file for a period of 12 months.

8. Timescales

NHS Kernow is committed to the principle that performance matters should be dealt with promptly. NHS Kernow may allow extra time for any stage of the performance process to ensure that sufficient information has been gathered at each stage to enable sound decision making at each stage and to allow the colleague to participate effectively.

Clear timescales should be established and agreed by all parties during the performance process to reflect when the relevant reviews will take place.

Where circumstances occur to require agreed timescales to be moved, this should be agreed by both parties and confirmed in writing.

9. Implementation plans and monitoring effectiveness

The policy will be implemented after review with staff voice and the unions.

The number of performance cases are monitored by POD.

Management training will include this policy as appropriate.

10. Update and review

This policy will be reviewed every 3 years or following a change to legislation or procedure.

11. Policies referred to in this document

- Disciplinary policy
- Antifraud and bribery
- Redeployment policy (currently under review)
- Equality and diversity policy

Appendix 1: Equality impact assessment

Name of policy or service to be assessed: Performance policy
Department or section: POD
Date of assessment: 22 February 2021
Person(s) responsible for the assessment: Tricia Phillips, HR consultant
Is this a new or existing policy? Existing

Aims, objectives and purpose of the policy

Describe the aims, objectives and purpose of the policy

The aim of this policy is to provide a clear, fair and consistent framework for supporting all colleagues within NHS Kernow to perform at an acceptable level in order to provide high quality services to the public and other team members.

Who is intended to benefit from this policy, and in what way?

All NHS Kernow colleagues who are employed on agenda for change terms and conditions of employment.

What outcomes are wanted from this policy?

For line managers to follow a clear, fair and consistent framework for supporting colleagues to perform at an acceptable level and for colleagues to feel supported to make improvements in their performance where required.

What factors or forces could contribute or detract from the outcomes?

Line manager capability, effective regular 1 to 1s, quality of supervision, quality of appraisals.

Who are the main stakeholders in relation to the policy?

All NHS Kernow colleagues who are employed on agenda for change terms and conditions of employment. POD.

Who implements the policy, and who is responsible for the policy?

All line managers and POD.

Differential impacts

Perspective of race, nationality and/or ethnic origin

Does this have a positive or negative impact on black, Asian and minority ethnic (BAME)?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of sex

Does this have a positive or negative impact on people who identify as male, female or intersex?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of disability

What is the positive or negative differential impact on people from the perspective of disability?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010. NHS Kernow has an obligation to make reasonable adjustment for colleagues who are defined as disabled under the Equality Act 2010; managers will need to determine the extent to which any concerns over a disabled persons performance arises from the nature of their disability.

How will any negative impact be mitigated?

Section 5 policy statement of this policy outlines the steps that will be taken to support colleagues through the performance process. These steps are particularly, though not exclusively, relevant for those employees who have a disability. The policy outlines a number of considerations including reasonable adjustments, occupational health referral, appropriate venue, representation, written representation, documentation and timing.

The policy asks managers to consult with POD where a colleague who is known, or could reasonably be known, to have a disability and is perceived to be underperforming. Careful consideration will be given to any reasonable adjustments that could be made to enable the colleague to perform to an acceptable level. Advice will also be sought from occupational health.

Perspective of sexual orientation

Does this have a positive or negative impact on people who identify as heterosexual, lesbian, gay, bisexual, pansexual or asexual?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of age

What is the positive or negative differential impact on people from the perspective of age?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of religion or belief

What is the positive or negative differential impact on people from the perspective of religion or belief?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of marriage and civil partnership

What is the positive or negative differential impact on people from the perspective of marriage and civil partnership? This is particularly relevant for employment policies.

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of gender re-assignment

Does this have a positive or negative impact on people who identify as trans/ transgender, non-binary or gender fluid?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010.

How will any negative impact be mitigated?

Not applicable.

Perspective of pregnancy and maternity

Does this have a positive or negative impact on people who are pregnant, breast feeding mothers, or those on maternity leave?

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010. Recognition needs to be given to the extent to which an extended period of absence from work for the purposes of maternity leave may result in additional support being provided to colleagues returning to work to refresh their skills and become familiar with any different ways of working

How will any negative impact be mitigated?

Colleagues on maternity leave are encouraged to participate in keeping in touch days and will be in receipt of regular updates through their line manager and the staff bulletin on changes for example: to ways of working, the implementation of new systems. On returning to work, line managers will be expected to have return to work discussions with colleagues and ongoing 1 to 1 meeting where any issues can be addressed informally, and the relevant support provided.

Other identified groups

This policy seeks to ensure that the organisation, through its line managers, adopts a consistent approach to managing the performance of colleagues within scope of the policy, including those covered by a protected characteristic as defined in the Equality Act 2010 and other identified groups.

How will any negative impact be mitigated?

Not applicable.

Human rights values

How have the core human rights values of fairness, respect, equality, dignity and autonomy been considered in the formulation of this policy, service or strategy?

The core human rights values underpin this policy, which has been formulated with these underlying principles in mind and in line with NHS Kernow's commitment to equality and diversity and human rights as set out it in its equality and diversity policy.

Any individual colleague involved in performance issues will have their individual needs taken into consideration and will be treated with dignity and respect.

Which of the human rights articles does this document impact?

☐ To life
☐ Not to be tortured or treated in an inhuman or degrading way
☐ To liberty and security
☐ To a fair trial
☐ To respect for home and family life, and correspondence
☐ To freedom of thought, conscience and religion
☐ To freedom of expression
☐ To freedom of assembly and association
☐ To marry and found a family
☒ Not to be discriminated against in relation to the enjoyment of any of the rights contained in the European Convention
☐ To peaceful enjoyment of possessions

What existing evidence (either presumed or otherwise) do you have for this?

The policy is underpinned by a commitment to address performance issues in a way which protects their human rights.

How will you ensure that those responsible for implementing the policy are aware of the human rights implications and equipped to deal with them?

The circulation of the policy on IRIS will be supported by information in the staff bulletin to raise awareness of the revised policy. Guidance and training will also be provided to line managers to enable them to follow the policy in a positive, meaningful way.

Public Services (Social Value) Act 2012

NHS Kernow is committed and obliged to fulfil the requirements of the Public Services (Social Value) Act 2012. This Act requires the organisations to consider how services commissioned or procured might improve the economic, social and environmental wellbeing of an area.

Please describe how this will support and contribute to the local system, wider system and community.

This policy provides a clear, fair and consistent framework for supporting all colleagues within NHS Kernow to perform at an acceptable level in order to provide high quality services to the public and other team members.

Describe how the policy contributes towards eliminating discrimination, harassment and victimisation.

The policy sets out a clear framework for addressing performance concerns in an objective, clear and consistent way and is designed to treat all colleagues with dignity and respect.

Describe how the policy contributes towards advancing equality of opportunity.

Through providing all colleagues with the opportunity to be supported and developed to perform in their job.

Describe how the policy contributes towards promoting good relations between people with protected characteristics.

The policy sets out a clear framework for addressing performance concerns in an objective, clear and consistent way and is designed to treat all colleagues with dignity and respect and in a way that does not discriminate against colleagues with protected characteristics.

If the differential impacts identified are positive, explain how this policy is legitimate positive action and will improve outcomes, services and/ or the working environment for that group of people.

Not applicable.

Explain what amendments have been made to the policy or mitigating actions have been taken, and when they were made.

Not applicable.

Signed (completing officer): Tricia Phillips

Date: 23 February 2021

Signed (head of department or section): Emma Goudge

Date: 23 February 2021

Please ensure that a signed copy of this form is sent to both the corporate governance team with the policy and the equality and diversity lead.