

Performance Management Policy

1. Purpose

This policy sets out the charity's approach to managing employee performance in a fair, transparent, and supportive manner. It ensures all staff contribute effectively to the charity's mission and values, while fostering a culture of continuous improvement and personal development.

2. Scope

This policy applies to all employees, including full-time, part-time, and fixed-term staff.

3. Principles

- Performance management will be constructive, continuous, and aligned with our charitable objectives.
- All staff will be treated with dignity, respect, and fairness.
- Feedback will be regular, honest, and focused on development.
- The process will be inclusive and adaptable to individual needs.

4. Responsibilities

Role	Responsibilities
Line Managers	Set objectives, provide feedback, conduct reviews, and support development.
Employees	Engage actively in the process, seek support, and contribute to organisational goals.
Director of Operations	Provide guidance, training, and ensure consistency across the organisation.

5. Performance Cycle

a. Objective Setting

- Objectives are set annually and reviewed during monthly supervision meetings. Monthly supervision meetings also provide an opportunity for annual objectives to be updated, if they are no longer relevant or as priorities shift.
- Goals must be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).
- Objectives should align with team and the charity's priorities.

b. Regular Check-ins

- Monthly supervision meetings between staff and line managers.
- Discussions include progress, challenges, wellbeing, and development.
- Meeting notes should be recorded on the monthly supervision form and shared.

c. Annual Review

- Formal review held at the end of the performance year.
- Includes self-assessment, manager feedback, and development planning.
- Outcomes may inform training, promotion, or role adjustments.

6. Training and Development

- Training needs identified during reviews will be supported through internal or external resources.
- Staff are encouraged to pursue continuous professional development.

7. Recognition

- Exceptional performance may be recognised through awards, public acknowledgement, or development opportunities.
- Non-financial recognition is prioritised to reflect our values and resources.
- Recognition will be inclusive and equitable.

8. Managing Underperformance

- Underperformance will be addressed promptly and supportively.

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- A Performance Improvement Plan (PIP) may be initiated, with clear goals and timelines.
- In cases where a Performance Improvement Plan is implemented to address the underperformance of a Clinic Manager, the process shall be overseen by the Chair of Trustees of the respective local charity, in collaboration with a member of the Growing Hope Senior Leadership Team. The Chair of Trustees retains the discretion to delegate this responsibility to another trustee if deemed appropriate. For all other employees of Growing Hope and the local charities (e.g., Therapists), the PIP process shall be managed by the individual's designated Line Manager
- If performance does not improve, formal procedures may follow in line with the Disciplinary Policy.
- All actions will be documented and handled confidentially.

9. Appeals

- Employees may appeal decisions made during the performance process.
- Appeals must be submitted in writing to the Director of Operations (for Growing Hope employees, in cases where an appeal is submitted by a member of the Senior Leadership Team, this should be submitted to the Chair of Trustees for Growing Hope) or the relevant Chair of Trustees (for Growing Hope Local Charity employees) within 10 working days of the decision.
- For Growing Hope employees, appeals will be reviewed by the Senior Leadership Team (SLT) (SLT that have been involved in the process previously will not be part of the review. Appeals submitted by a member of SLT, will be reviewed by the Chair of Trustees for Growing Hope or delegated to a member of the board that has not been previously involved in the process.
- For Growing Hope Local Charity employees. Appeals will be reviewed by a trustee not previously involved in the process.

10. Monitoring and Review

- The Director of Operations will monitor the effectiveness of this policy and report annually to the Board of Trustees.
- The policy will be reviewed every two years or sooner if required by legislation or organisational change.

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