



Performance Management Policy	
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Lead Officer	Clare Ruxton, Director of Corporate Services
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Reviewed & Approved by	People and Organisation Committee
Date	August 2025

OSPREY PERFORMANCE MANAGEMENT POLICY STATEMENT

Osprey Housing believes that effective and efficient people management is vital to the success of maintaining good quality services for all our tenants and provide value for money.

We embrace good people management and this is encompassed in our Core Values:

- **Ambition and Achievement** – we are a high performing organisation delivering through innovation and challenge
- **Equality and Respect** – we recognise and celebrate the unique value in everyone
- **Quality and Professionalism** – we strive to deliver high standards
- **Agile and Responsive** – we are flexible and quick to deal with change without diminishing our delivery

Performance Management Policy

1. Introduction

Osprey Housing recognises and values the contribution of all of our team members as they are instrumental in providing our services to tenants, other staff and our stakeholders. As we aim to ensure that our people feel valued and take personal responsibility to provide the highest standard of performance that they can, we expect high levels of performance, conduct and capability from everyone. This policy has been developed in order to both quantify and enhance these expectations.

We believe that the key components of a highly effective performance management process include:

- A consistently applied annual appraisal process that provides clear expectations and feedback to manage performance
- A clear understanding of the organisation's current and future business strategies to enable identification of the key gaps between the talent in place and the talent required to drive business success
- A robust succession plan integrated with strategic and business plans that is designed to close talent gaps
- Appropriate recruitment and promotion decisions
- Connection of individual and team objectives to corporate goal
- Development of talent to enhance performance in current positions as well as readiness for transition to other roles

This policy sets out how we manage our talent through the formal processes of measuring staff performance and succession planning bearing the above components in mind.

2. Policy Purpose

The purpose of this policy is to:

- provide a fair and consistent mechanism for monitoring and evaluating individual performance
- ensure that high performance is recognised and appreciated
- support all our staff team to fulfil their potential - we have an obligation to enable our staff to achieve the best in their careers that they can. This is a conscious decision on Osprey's part to nurture and facilitate the continuous development of all our team members
- adopt a more systematic and coordinated approach to managing our talent through the use of consistent annual appraisal and succession planning
- recognise that whilst all reasonable efforts will be made to help improve and retain an individual employee with performance issues, we cannot guarantee to maintain employment

- ensure records will be treated as confidential and kept no longer than necessary in accordance with the UK General Data Protection Regulations
- enable reasonable adjustments to be made when dealing with disabled employees in accordance with the Equality Act 2010

3. Appraisal Process

Osprey's Appraisal process is the system for formally reviewing and recording the performance, potential and development needs of our team members. A Performance Appraisal is a tool to ensure that they are clear about what is expected of them and how they will be supported to achieve good performance. The Osprey Annual Appraisal cycle is attached as Appendix 1.

Appraisal should be a continuous process and should not be limited to the Performance Appraisal annual and interim reviews. It is essential where work performance problems arise that they are addressed at the time that they occur, rather than waiting for the annual review.

The annual formal review will provide an opportunity to assess and record past performance and progress as well as future aspiration and potential. It is therefore an essential activity for both the employee and their manager. An employee should not be made aware of any performance issues for the first time at the formal review as these should be addressed with the employee as soon after the performance issue is noted as possible.

4. Measuring Staff Performance

4.1 Setting Objectives

Objectives are definable achievements that we expect our staff to accomplish. Objectives should be fair, accurate and reflect the tasks team members actually carry out. They should focus on areas where the employee has control over the outcome.

Job descriptions and team objectives can provide a good starting point in identifying what team members should be reasonably expected to achieve in their roles. The clearer the performance objectives and their measurement, the lower the risk that disagreements or claims of unfairness will arise when performance is assessed.

We will set annual objectives for all our staff. We will use the SMART objectives framework to provide a consistent way to set clear performance measurements. (See Appendix 3 for more information on SMART objectives.)

SMART objectives are:

- Specific - what exactly does the employee need to do?
- Measurable - how will the manager and employee know that it has been achieved?

- Achievable - while it should be challenging, is it something the employee is reasonably capable of achieving?
- Relevant - does it relate to the needs of the team/department/business?
- Timebound - when does it need to be achieved by?

The four main strategic objectives of Osprey are:

- Make the customer at the focus of everything we do
- Provide more and better homes
- Be a stronger organisation
- Be a great place to work

While it is acknowledged that not all team members will be able to agree individual objectives that reflect all four of these areas, their agreed objectives must directly connect to at least one of the above.

4.2 Agree Objectives with Each Team Member

Objectives should be agreed between managers and their teams. This will ensure:

- objectives are relevant and appropriate to their roles
- objectives reflect the Osprey strategic objectives
- staff understand what is expected of them
- agreement that the objectives are reasonable and achievable

If a number of team members carry out similar tasks, it may be preferable to agree common objectives with these teams.

4.3 Monitor and Review Objectives

Performance and expectations should be reviewed throughout the year. If any additional tasks or special projects are given to a team member during the year, their manager should discuss and agree with them how to include this either by:

- adding supplementary objectives for this work
- amending existing objectives

4.4 Setting Behaviours

Behaviours (sometimes called competencies or standards) focus on how a team member should approach the work and duties that their role requires. How they carry out their work can be as important as the end result and a review of this should form part of any appraisal conversation.

Like objectives, specific required behaviours should be agreed between managers and staff to ensure there is a common understanding of what is expected and an agreement that it is appropriate. These behaviours should also align to the agreed Osprey values of:

- Ambition and Achievement
- Equality and Respect
- Quality and Professionalism
- Agile and Responsive

As Osprey's agreed strategic objective is 'making the customer the focus of everything we do', one behavioural objective should focus specifically on customer care.

Other example behaviours to be considered may include:

- leadership
- teamwork
- promoting equality
- communicating effectively
- embracing change

Staff will be given clear guidance on how they are expected to demonstrate these behaviours. This could be done by creating a framework setting out positive and negative actions for each behaviour or by providing examples of what the team member is expected to demonstrate.

4.5 Performance Conversations

Discussing performance is an essential part of any performance management arrangement. We will ensure every member of staff has an annual performance appraisal and a six monthly interim review with their manager. Having time set aside for a meeting to review performance and agree plans moving forward ensures that each team member is supported to meet their expected standards of performance.

A team member may consider these meetings to be their only opportunity to talk to their manager about issues they are having in work or at home that are affecting their performance, so managers should be prepared to handle these sort of conversations should they arise.

Meetings should be planned in advance, held in private and free from interruptions. Both the manager and their team member should come prepared to discuss:

- what has gone well during the year, and what has been more challenging
- any concerns or areas where further help may be useful
- how they have performed against their performance measurements
- ways to build on their achievements the following year
- their career aspirations and plans for the future

4.6 Regular Catchups

As well as the more formal performance conversations, there should be regular informal catchups between managers and their teams. Talking regularly helps managers to:

- identify and keep track of issues
- acknowledge good work and show that it is valued and appreciated
- raise potential issues before they become more serious
- provide the support staff need to improve and/or develop further

It also help team members to:

- feel valued and appreciated for their efforts
- learn how their performance could be improved
- feel able to approach managers for support when they need it

These catch-ups do not have to take up much time. In most situations, they should be short and casual conversations that just check on how things have been going and whether anything can be improved.

Catch-ups can be a good opportunity to raise or follow up on any issues around performance and agree what can be done to support the team member to improve. There should be no surprises at the end of the year appraisal, therefore issues should be discussed when they arise and not left until the formal performance meeting.

4.7 Assessing Staff against their Performance Measurements

The staff member should consider their performance ahead of the meeting using the following framework set out in the Osprey Performance Appraisal form (Appendix 2). At the performance meeting the member of staff and their manager will discuss the comments in detail.

	Comments
Job Knowledge – Do you have the knowledge to carry out your job properly	
Teamwork – How well do you work with others and accomplish goals of the work group	
Dependability – How well do you follow procedures	
Attendance – Any pattern of absence or non-attendance	
Work Planning and Volume – Consider your success in planning own work and volume of work in relation to job requirements	
Relationships – with colleagues, other team members and partners	
Interest, Initiative and Involvement – committed to your job responsibility	

Where there is concern or disagreement about how performance has been assessed, the team member should be encouraged to discuss this with their manager. Talking about it may clarify any views and allow them to challenge any area they believe to be unfair. If they are still unhappy after raising it with their manager, they should be able to raise the matter with another manager. This ensures that staff are being assessed fairly, consistently and transparently across the organisation.

4.8 Keeping a Record of Performance

Keeping a consistent record of all our team members' performance is very important which is why the Performance Appraisal form will be used in all cases. Having easy access to such information can help in a number of different ways:

- Assist discussions between a manager and team member when they have performance-related meetings
- Be used as evidence to support a promotion or other job opportunities
- Be used as evidence in disciplinary related issues

Any records of performance must meet Osprey's Data Protection Regulation obligations.

5. Managing Poor Performance

A fair and consistent approach to dealing with poor performance and one that reinforces the standards expected of our teams will be applied. Where a team member's poor performance is due to a lack of capability or competence whether due to organisational change, lack of training, change of job content, failure to comprehend their role, and remit or personal factors, the process outlined in Appendix 4 should be followed.

In cases where poor performance is deemed to be deliberate non-compliance by the employee the Disciplinary Policy will be used. Failure to cooperate with performance management measures, instances where no improvement can be evidenced, and/or failure to achieve a satisfactory sustained improvement in performance may also result in use of the Disciplinary Policy and could lead to dismissal.

6. Future Aspirations – Workforce Planning

Osprey, through robust talent management, seeks to attract, identify, develop, engage, retain and deploy individual staff members to the fulfillment of their potential. By managing talent strategically, we intend to continue to build a high-performance workplace, develop into a learning organisation, add value to our reputation, contribute to diversity management and achieve our strategic objective to be a truly great place to work. A robust system of planning will help us to achieve this.

6.1 Desired Results

The desired results of this process are to:

- identify high-potential team members capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- ensure the systematic and long-term development of all individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- provide a continuous flow of talented people to meet our needs.
- meet our aspiration to exercise social responsibility by facilitating the advancement of groups with protected characteristics inside the organisation.

Succession planning will be carried out as part of the annual appraisal process with staff being asked to answer specific questions regarding their future aspirations in Section 3 of the Osprey Performance Appraisal form, which will be considered by their manager at the performance meeting. The results of this process will be correlated by the Corporate Services team and a robust organisation-wide succession plan that is integrated with strategic and business plans will be produced. This plan will be designed to specifically identify and close any talent gaps that occur.

7. Equal Opportunities

We shall strive to ensure equality of opportunity, and by definition, that all individuals are treated fairly regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We oppose and shall adopt a zero-tolerance stance towards all forms of unlawful discrimination, harassment, and victimisation.

In this regard, we acknowledge the protected characteristics and types of unlawful behaviour defined within the Equality Act 2010. As a minimum all practices shall aim to ensure compliance with the legislative provisions therein.

8. Monitoring & Reporting

We will monitor this policy in conjunction with our other policies and procedures to ensure that it is being adhered to.

9. Review

This policy will be reviewed every 3 years unless the following criteria dictate that it would be best practise to review sooner:

- i. applicable legislation, rules, regulations and guidance, both those which affect Osprey directly and those which affect the resources available to significant numbers of our customers to enable them to sustain tenancies
- ii. changes in the organisation
- iii. continued best practice

Appendix 1

The Annual Appraisal Cycle

Month	Actions
January	Director of Corporate Services meets with the CEO to review results from the previous year's appraisal and succession planning efforts and to plan for the present year's process.
February	<p>Senior Leadership Team will meet to:</p> <ul style="list-style-type: none"> • emphasise the importance of succession planning and review the previous year's results. • Review and distribute forms and establish due dates for their completion and return.
April/May/June	Annual appraisals take place for all staff. Forms completed and returned to the DCS.
October/November/December	Six monthly reviews take place
Throughout the year	<p>Regular catch-up meetings with all staff</p> <p>SLT will review progress in developing identified successors throughout their areas of responsibility.</p>



Appendix 2 Osprey Performance Appraisal Form

Team Member Name:
Job Title:
Date of Performance meeting:
Manager:

SECTION 1 - PRACTICAL EXAMPLES

What has gone well and what did you do to improve your quality of work or working practices in the past 6 months?	
What has not gone so well, and what will you do to improve your work or working practice in the next 6 months?	
What real and meaningful improvement could Osprey change that would make working practices and/or our customer service better?	

SECTION 2: PERFORMANCE

	Comments
Job Knowledge – Do you have the knowledge to carry out your job properly	
Teamwork – How well do you work with others and accomplish goals of the work group	
Dependability – How well do you follow procedures	
Attendance – Any pattern of absence or non-attendance	
Work Planning and Volume – Consider your success in planning own work and	



volume of work in relation to job requirements	
Relationships – with colleagues, other team members and partners	
Interest, Initiative and Involvement – committed to your job responsibility	

SECTION 3: FUTURE ASPIRATIONS

	Comments
1. What are your plans for the future with regard to your career?	
2. What additional support do you require to enable you to perform at a higher level?	
3. Do you demonstrate leadership ability now - through your engagement with the team, by standing out in some way; e.g. showing initiative and vision, delivering on promised results, communicating effectively, and taking appropriate risks?	
4. Do you demonstrate an ability to effectively interact with customers, internal and external partners and people at a higher level?	
5. Can you show evidence of understanding broader company issues?	
Managers comments:	

SECTION 4: POSSIBLE NEW 2025/26 OBJECTIVES

SECTION 4: DEVELOPMENT PLAN

Development/ Training Identified	Justification for training	Stat/ Man/ Vol	Linked to which Strategic Objective	Delivery details of training course/etc	Date Attended	Comments/Learning Fedback to rest of Osprey

Appendix 3

Writing SMART Objectives

SMART Objectives should be written using active strong verbs. This is because Action verbs are observable and better communicate the intent of what is to be attempted, like *plan, write, conduct, produce, apply, to recite, to revise, to contrast, to install, to select, to assemble, to compare, to investigate, and to develop*. etc. Generalities and infinitives in objective statements should be avoided including *to know, to understand, to enjoy, and to believe*. rather than *learn, understand, feel*. The words need to be not only active but measurable.

1- Specific

Specific means referring to something unique, and is the opposite of general, broad or vague. Therefore, a specific goal should detail where you want to arrive, unequivocally. It goes without saying that our goal is to provide social housing or to build communities, these are general goals, not examples of SMART objectives. An example SMART goal, with respect to the specific feature, could be:

I want to reduce the number of my tenants who are in rent arrears.

2- Measurable

When we refer to measurable, it's not only to define a measurement, a number to be achieved, but also that its objective can be ascertained objectively. For example, if we were to establish the goal to make 75% of our tenant's happy, there would be no way to measure it, this criterion is subjective and impossible to measure. The correct way would look something like this:

I want to decrease the number of my tenants who are in rent arrears by 5%.

3- Attainable

Now we need our SMART company goal to be achievable. If we were to talk about a 200% decrease depending on the circumstances (but most likely) it would be unattainable, making the goal unbelievable, discouraging anyone who had to reach it and turning it into something useless and purposeless.

4- Relevant

There's nothing more meaningless than setting a goal that won't give you any practical meaning or that won't help the company grow. SMART goals have to be important to the business. Your goal should always be linked to something that will define the company's destiny, in our case managing arrears is fundamental to the success of our business.

5- Timebound

Now we've reached the last feature of our SMART goals: a date, a time to reach the goal. In our case, it could be **to achieve the 5% decrease in arrears by the end of the year.**

Appendix 4

Dealing with Poor Performance Procedure

1. Informal Action

Good and regular communication between line managers and their team members should enable performance issues to be addressed promptly using an informal approach. One to one meetings will be regularly held between line managers and individuals to monitor on-going performance.

If an employee's performance is substandard, he/she should be spoken to privately highlighting areas where performance is not considered to be satisfactory (with clear specific examples) and identifying where improvements are required. Suggestions should also be made as to ways in which improvements can be achieved. It is important that this meeting also encourages the team member to explain possible reasons for their poor performance, enabling the line manager to determine the most appropriate course of action.

An informal one to one meeting between line managers and team members may be used where appropriate to discuss individual issues. Line managers will make a note of the issues discussed.

If an informal one to one discussion is not sufficient or there have been several incidents resulting in repeated discussions, the line manager will set out agreed actions designed to resolve the issues as part of an action plan. This will include a review period; specify any additional supervision or training, any changes in working arrangements or practices, any provision of equipment and facilities, and/or any referral to occupational health or other agencies.

The line manager should make a note of the meeting. Copies of the agreed actions should go to the team member and a copy kept on the employee's HR file. The team member should sign a copy of the agreed actions to acknowledge the content and process.

Where the above process does not lead to a satisfactory sustained improvement, the formal Performance at Work Procedure will be instigated. No formal action should be taken until the informal process has been exhausted.

2. Formal Action

Stage 1 (Written Warning)

Where the manager believes that a more serious case of lack of capability exists or where persistent poor performance has not responded to informal action, they should consult the Corporate Services team with a view to arranging a formal meeting with the employee.

A letter outlining the date and time of the meeting, must be sent to the employee at least 5 working days in advance of the meeting. The letter must include:

- The reason for the meeting.
- The name of the manager who will conduct the meeting.
- The employee's right to be represented or accompanied by a suitable colleague or union representative.
- Copies of any documentation to be used at the meeting (e.g. action plans).
- A copy of this Policy and Procedure.

At the meeting the manager should:

- Set out the standards of work performance expected of the team member in the areas under consideration.
- Explain how the team member's performance has fallen short of what is required and the impact of this on service delivery. Specific examples should be used.
- Confirm that any informal measures have failed to improve performance to the level required, and that the poor performance is due to lack of positive attitude, lack of skills and/or ability.
- Provide the team member with the opportunity to explain and/or give reasons why the manager should not consider that performance has been poor or unsatisfactory.
- If not satisfied with the explanation(s) offered by the employee, a written warning will be issued to them and they will be advised that failure to improve their performance could ultimately lead to dismissal, should they continue to fail to meet the standard required.
- A formal Performance Improvement Plan (Appendix 5) will be discussed with the team member in order to establish a timetable for improvement. It is important that the line manager monitors performance against the improvement plan on a regular basis and at agreed review periods.
- Should actions be required from the line manager with regards to training, support referrals etc. this should be undertaken as soon as is reasonably practicable.

After the meeting the line manager must confirm the action(s) to be taken following the meeting, in writing, to the employee within 5 working days. The letter should state:

- i. The areas where improvement is required.
- ii. The level of improvement required, the required standard that must be achieved and the relevant review date.
- iii. The measures that will be made available to ensure that the team member can reach this level.
- iv. That a Written Warning has been issued and the consequences if performance does not improve to reach a satisfactory level.

The team member will have the right to appeal against any formal warning issued. This should be done within 5 working days of receipt of letter. Any appeal should be to the Director of Corporate Services.

3. Formal Action

Stage 2 (Final Written Warning)

If performance is assessed as satisfactory at the end of the review period, the manager should inform the team member of the outcome of the review and confirm this in writing.

If, however, performance has not reached the required level at the end of the review period (or earlier if clearly there is no improvement or further deterioration), the line manager should consult the Corporate Services Team with a view to holding a further formal meeting.

The arrangements and format for this meeting should follow a similar process as detailed in Stage 1. The line manager should also be prepared to adjourn the meeting, if necessary, to investigate any new points or evidence raised by the employee.

After the meeting the manager must confirm the action to be taken following the meeting, in writing, to the team member within 5 working days. The letter should state:

- i. The areas where improvement is still required.
- ii. The level of improvement required, the required standard that must be achieved and the review date as detailed of the final Performance Improvement Programme.
- iii. The measures that will be made available to ensure that the team member can reach this level.
- iv. That a Final Written Warning has been issued with the consequence of possible dismissal if performance does not reach a satisfactory level.

The team member will have the right to appeal against any formal warning issued. This should be done within 5 working days of receipt of letter. Any appeal should be to the Chief Executive.

Where the Performance issue relates to the Chief Executive, the performance review process would be undertaken by the Chair of the Board and appropriate members.

4. Formal Action

Stage 3 (Formal Capability Hearing)

If performance is assessed as satisfactory at the end of the review period, the line manager should inform the team member of the outcome of the review and confirm this in writing.

If, however, performance has not reached the required level by the end of the final review period (or earlier if clearly there is no improvement or further deterioration) the line manager should consult the Corporate Services Team with a view to convening a Final Capability Hearing.

The team member will be advised in writing of arrangements for a **Final Capability Hearing** with at least 5 days' notice being provided. The notification will include the purpose of the meeting, copies of any written evidence to be submitted, relevant documents to be referred to, and details of any witnesses to be called. The employee will be advised of the right to be accompanied by a suitable colleague or union representative. The Panel should comprise the Chief Executive and either the Director of Corporate Services or an external HR representative and a third senior manager if deemed appropriate.

The Panel will need to consider:

- An outline of the employee's job/role within the department including their date of commencement, job description, their application form and training record.
- The performance standards required of the postholder.
- Reasons why the standards are achievable.
- The reasons for setting the standards.
- Where the employee falls short of performance (with evidence as appropriate).
- Steps that the line manager has taken to improve the team member's performance including dates and times of meetings with copies of any relevant action plans, letters sent and notes of meetings held.
- Management's response to any explanations or statements given by the team member.

The Panel may determine that:

- No further action is taken.
- There is a further opportunity to improve performance, together with any specific recommendations.
- Alternative work should be considered, not necessarily at the same grade or salary.
- The team member's contract of employment is terminated on the grounds of capability with the required period of notice.

The team member will be advised of the right of appeal against any decision and the decision will be conveyed in writing within 5 working days.

Any appeals against dismissal must be made in writing stating the grounds upon which it is made to the Chief Executive. This will take place no later than 5 days after receipt of the letter confirming the decision of the Capability Hearing Panel.

An Appeal Hearing with a panel of Board Members will be convened where possible within 2 calendar weeks of the date the appeal was lodged. The Appeal Hearing may uphold the appeal, substitute a lesser sanction or confirm the formal action taken.

Appendix 5

Performance Improvement Plan (PIP)

To be used by manager and employee as part of the managing capability procedure as a signed record.

*Informal Counselling

*Formal PIP

*Final PIP

*Delete as appropriate

Name of manager conducting interview: _____

Designation: _____

Accompanied by: _____

Name or employee being interviewed: _____

Designation: _____

Accompanied by: _____

Date of interview:

Dates of any previous discussion(s) regarding performance: (Please attach any supporting documentation)

Any other information which should be taken into account regarding employees performance – employee's comments:

Are there any warnings to be given? Formal / Final

Date of next meeting: _____

Signed by employee: _____

Date: _____

Signed by manager: _____

Date: _____

To be completed by manager - Reason for issuing formal warning:

Cc Employee
Personal File
Trade union representative

**SPECIFIC WORK ISSUES WHICH REQUIRE DISCUSSION BETWEEN
MANAGER AND EMPLOYEE**

Area of concern	
Standards Required	
Agreed action to Meet requirements	
Timescale for Improvements/ Review	
Support required	

Osprey Housing Equality Impact Assessment Tool PLEASE READ THE GUIDANCE FOR COMPLETION: Equality Impact Assessment Guidance.doc			
Name of the policy / project proposal to be assessed	Performance Management Policy HR 5.4	Is this a new policy / proposal or a revision?	Revision
Person(s) responsible for the assessment	CSO		
3. What outcomes are wanted from this policy/proposal? (<i>e.g. the benefits to customers</i>)		This Policy sets out how Osprey quantifies and enhances the performance, conduct, and capabilities of our team members.	
4. Which protected characteristics could be affected by the proposal? (<i>tick all that apply</i>) ✓ Age ✓ Disability ✓ Marriage & Civil Partnership ✓ Pregnancy/Maternity ✓ Race ✓ Religion or Belief ✓ Sex ✓ Gender Reassignment ✓ Sexual Orientation ✓			
5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.			
6. Describe the likely positive or negative impact(s) the policy/proposal could have on the groups identified in part 4		Positive impact(s)	Negative impact(s)
		Ensure that team member performance remains high and where it does not meet expectations, this is handled in a professional, consistent and fair manner, as soon as identified.	

7. What actions are required to address the impacts arising from this assessment? *(This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).*

None

Signed: Sofia Redford

Job title: Corporate Services Officer

Date the Equality Impact Assessment was completed: 2 July 2025