

Performance Management

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Owner:	Head of People & Organisational Development	Department:	People & Organisational Development
Issued To:	<input type="checkbox"/> Board of Management <input checked="" type="checkbox"/> All Staff <input type="checkbox"/> ET/LT <input type="checkbox"/> Head Office Managers <input type="checkbox"/> C&S Managers <input type="checkbox"/> Department/Other:	Method of Delivery:	<input checked="" type="checkbox"/> Annual Declaration <input type="checkbox"/> Learn Pro Individual Sign Off <input type="checkbox"/> Line Manager to Share
Stakeholder Consultation	<input type="checkbox"/> All Staff <input type="checkbox"/> Customer Engagement <input type="checkbox"/> Union <input type="checkbox"/> Employee Voices Group <input checked="" type="checkbox"/> Head Office Managers <input checked="" type="checkbox"/> C&S Managers <input checked="" type="checkbox"/> Department/Other: SLT	This Policy will be reviewed every 3 years from the date of implementation or earlier if deemed appropriate for any legislation or regulatory changes. If this Policy is not reviewed within the above timescale, the latest approved Policy will continue to apply.	
Equality Impact Assessment		No	N/A
Data Protection Impact Assessment		No	N/A

Version Control

Date	Owner	Version	Reason for Change
Jul 2025	Head of People & Organisational Development	2.0	Cyclical Review.

Summary of Changes

Section	Change
All	New Policy template.
All	Removed procedural process to HR05a.
1.1	Updated relevant UK employment laws, regulatory guidelines and best practice guidance to ensure fairness, compliance and excellence in managing performance
3.0	Updated clearer expectations on specific roles and responsibilities.
5.0	Updated clearer explanation of Arks Performance Management framework.

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1.0 Policy Statement

Ark is committed to embedding performance management at every level of our organisation, making it a cornerstone of our dedication to employee growth, engagement, and excellence. Guided by our core values of Trust, Respect, Understanding, Equality, and Integrity, we strive to embody these principles in every feedback, goal setting, and development conversation - holding ourselves and each other accountable to the behaviours and standards they represent. This Policy enables and supports a culture of continuous feedback and recognition, empowering individuals and teams to celebrate successes, address challenges proactively, and align personal objectives with Ark's strategic goals. Ark believes that by supporting our people with clear guidance, collaborative dialogue, and tailored development, we will deliver on our mission to create the best possible customer outcomes through our highly skilled teams, the provision of high-quality affordable homes, and the delivery of excellent care.

Performance management is integral to our way of working. Scheduled, constructive reviews provide an open forum to reflect on achievements, share feedback, and plan next steps for continuous development. Ark will also be mindful of workload, work-life balance, and personal circumstances, ensuring that wellbeing is a feature of every performance conversation.

Ark will uphold this Policy across all levels of the organisation, embedding performance management as a core component of its commitment to employee development and excellence. Breaching this Policy may result in disciplinary action, depending on the severity of the violation.

1.1 Legal & Regulatory Framework

Ark's Performance Management framework is designed to align with relevant UK employment laws, regulatory guidelines and best practice guidance to ensure fairness, compliance and excellence in managing performance. This Policy complies with:

- Employment Rights Act 1996 – Governs the rights of employees.
- Equality Act 2010 – Ensures that performance management practices are free from discrimination and promote equal opportunities.
- Data Use and Access Act 2025, General Data Protection Regulation (GDPR) & Data Protection Act 2018 – Regulates the handling of employee performance records, ensuring confidentiality and lawful processing of personal data.
- ACAS Code of Practice on Disciplinary and Grievance Procedures – Provides guidance on fair and transparent performance management processes.
- Health and Safety at Work Act 1974 – Supports a performance management approach that considers employee wellbeing and workplace safety.

- Scottish Social Services Council (SSSC) Codes of Practice – Sets out the professional standards, learning requirements and conduct expectations for social care workers.

Ark will ensure that all performance management processes adhere to these legal and regulatory requirements and embed best practices to support employees and uphold organisational standards.

2.0 Scope

This Policy applies to all Ark employees, including but not limited to:

- Employees.
- Students.
- Volunteers.

3.0 Roles & Responsibilities

There is a range of standard expectations which underpin all policies. Read more about standard [role and responsibilities](#). In addition, the following specific responsibilities apply to this Policy.

Every individual is responsible for engaging proactively in the performance management process. All staff are required to familiarise themselves with this Policy and comply with its terms, understand the standards of performance expected, and seek help and support if experiencing difficulties that may impact their work with Ark. This includes preparing for and participating in reviews, setting and working towards agreed objectives, seeking and providing constructive feedback, and collaborating on personal development plans, all while upholding Ark's values and contributing to an environment where performance conversations are open, respectful, and focused on growth.

Line Managers are responsible for the effective implementation of this Policy. They must ensure that each member of their team is made aware of this Policy through induction, team meetings, and ongoing communication and that everyone complies with its terms. Ark Managers are also charged with embedding performance management into day-to-day activities by scheduling and conducting regular review discussions, helping individuals set SMART objectives aligned with Ark's mission and values, providing balanced feedback and coaching, identifying training needs, and applying the Policy impartially to maintain fairness and consistency across their teams.

The People & Organisational Development Team supports the effective operation of performance management at Ark by developing and maintaining the performance management framework, tools, and guidance. They deliver coaching on goal-setting, feedback techniques, and review processes; monitor compliance with the Policy; advise

managers and employees on Policy interpretation and best practices; and ensure consistency and fairness across the organisation.

By clearly defining these roles and responsibilities, Ark ensures that performance management is a shared endeavour, driving both individual growth and organisational success.

4.0 Related Policies, Procedures & Documentation

- HR04 - Staff Code of Conduct Policy;
- HR05a - Performance Management Procedure;
- HR18 - Disciplinary Policy & Procedure;
- HR19 - Grievance Policy & Procedure;
- HR07 - Equality, Diversity, Inclusion and Human Rights Policy;
- LD01 - Learning & Development Policy;
- LD03 - SSSC Registration Policy;
- G13 - Openness & Confidentiality Policy;
- G24 - Data Protection Policy;
- G25 - Records Management Policy;
- [Ark's Vision, Mission & Values](#)

5.0 Performance Management

All employees are expected to achieve and consistently maintain the performance standards set by Ark, which include quality of work, efficiency, adherence to policies and Procedures, and professional conduct. Where an employee's performance falls below an acceptable standard, this will be addressed under this Policy. Performance will be reviewed through a combination of formal and informal forums, including:

- Probationary reviews;
- Scheduled one to one supervisions;
- Ad hoc supervisions;
- Performance improvement plans;
- Evaluation against behavioural competencies;
- Objective setting exercises.

All relevant forms and guidance material can be found on the general drive and SharePoint.

5.1 Framework Principles

1. Clear Expectations: Performance expectations will be clearly communicated to all employees. These expectations are based on the roles and responsibilities outlined in job descriptions and aligned with the Ark's objectives and values.

2. Continuous Feedback: Feedback will be provided on an ongoing basis, focusing on both strengths and areas for improvement. Feedback is a two-way process, encouraging open communication between managers and employees.
3. Employee Development: Employees are encouraged to take ownership of their development. Ark will provide opportunities for learning, skill-building, and career progression to support both current and future performance.
4. Fairness and Transparency: All performance management practices will be conducted in a fair, consistent, and transparent manner. Decisions regarding performance will be based on objective criteria and unbiased judgment, ensuring equal treatment for all employees.
5. Well-being: Ark acknowledges the importance of employee well-being in achieving high performance. Performance management will consider not only results but also work-life balance and overall health, promoting a supportive and sustainable work environment.
6. Accountability: Employees and managers are both accountable for performance outcomes. Employees are expected to take responsibility for their performance, while managers are responsible for providing guidance, support, and resources necessary for success.

6.0 Training & Monitoring Requirements

6.1 Training

Staff involved in implementing performance management will have training appropriate to their needs and to the needs of the organisation as identified in their individual learning plans. Ark will ensure that relevant employees have an awareness of this Policy and receive adequate training to enable them to effectively fulfil their roles and contribute to the continuous development of staff, the quality of services delivered, and the overall success of the organisation.

6.2 Monitoring

To ensure the effectiveness and continuous improvement of the Performance Management Policy, regular monitoring and review processes will be carried out. This includes:

- Cyclical Review: The Policy will be formally reviewed every 3 years, or sooner if required, to ensure it remains aligned with legal requirements, regulatory expectations, and best practice.
- Ongoing Monitoring: The implementation and application of the Policy will be continuously monitored by the HR team to ensure it is being applied fairly, consistently, and effectively across Ark.

- Data & Trends Review: Feedback and data gathered from supervisions, improvement plans, and employee surveys will be analysed to identify trends, gaps, and opportunities for improvement.
- Training Evaluation: The relevance and impact of training provided to support performance management will be regularly evaluated to ensure that staff are confident in applying the Policy and process.

The outcomes of these monitoring activities will inform updates to the Policy and strengthen Ark's commitment to building a culture of continuous learning, fairness, and high performance.