



Purpose

This policy sets out the obligations of the Council and employees in addressing capability issues that arise in the workplace from time to time.

The Council recognizes that during your employment your capability to carry out your duties may deteriorate. This can be for a number of reasons.

The Council is keen to enable employees to work effectively and must take steps to address any issues that arise without disciplinary action. This is always the last resort, and a management solution will be sought to assist an employee to address any capability issues that may arise.

The capability policy links in with other related policies, such as training and development, and appraisals. It also relates to the Disciplinary Policy.

Job changes/general capability issues

1. If the nature of your job changes or if the Council has general concerns about your ability to perform your job, the Council will try to ensure that you understand the level of performance expected of you and that you receive adequate training and supervision. Concerns regarding your capability will normally first be discussed in an informal manner and you will be given time to improve.
2. If your standard of performance is still not adequate, you will be warned in writing that a failure to improve and to maintain the performance required could lead to your dismissal. The Council will also consider the possibility of a transfer to more suitable work if possible.
3. If there is still no improvement after a reasonable time and the Council cannot transfer you to more suitable work, or if your level of performance has a serious or substantial effect on our Council or reputation, you will be issued with a final warning that you will be dismissed unless the required standard of performance is achieved and maintained.
4. If such improvement is not forthcoming after a reasonable period of time, you will be dismissed with the appropriate notice.

Assessment of capability

Capability is assessed on an ongoing basis during the whole of the employment relationship.

From the outset, an assessment of capability is made during the recruitment and selection process. Most new starters will require training during their induction phase to welcome them into the Council, familiarise themselves with the Council processes and help them adapt to the Council's ways of working. Training needs will be addressed in the induction and also during the probationary review processes and meetings that are arranged during that time, to ensure the new starter's training requirements are adequately met so that the employee's capability is put on as firm a footing as possible for the remainder of their employment relationship.

All employees are provided with an **induction programme** tailored to their particular job role.

Capability is continuously assessed during employment but specifically at the annual appraisal. During appraisal discussions, the line manager will raise any concerns with an employee's performance and the employee may raise any issues or barriers they face with their line manager. An action plan may need to be formulated if there are specific capability concerns.

Responsibilities of the employee

Employees should work effectively, performing their duties to a high standard.

Employees who find themselves struggling in their work should raise this with their line manager so that steps can be taken early to address any training, re-training or support needs. An agreement can be reached on the way forward to address the capability issues, taking into account the Council's budget and relevance of the training to the job role being performed. It may need to be training on specific areas essential to the role.

The employee will then be responsible for working through the training/re-training offered by the line manager to improve their performance and skillsets.

Monitoring of capability issues

Responsibility for monitoring of capability issues rests with the line manager for that employee.

Employees who are not achieving their targets should receive arrangements targeted to improve their performance. If, after measures have been put in place, there are no improvements to the performance, and capability remains an issue, the line manager should contact the Clerk for guidance, or if the issue is with the Clerk, their local council association for further guidance.

It may be that further training is required, or redeployment to another role which the employee may agree is more suitable, or ultimately action under the capability procedure.

Protecting the employee's data

All personal data obtained during performance related procedures will be handled with the utmost integrity and confidentiality and in line with the Council's GDPR Privacy Notice for Employees and Councillors, where employees may be reminded of the types of data the Council holds, including data on health, and our practices in relation to that data.

This is a non-contractual procedure which will be reviewed from time to time.

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