

# Capability Policy

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### 1. Aim

The aim of the Capability Policy is to provide a framework for addressing unsatisfactory performance and ensuring fairness and consistency in management approach.

An employee may no longer be capable of performing at a satisfactory level for a number of reasons relating to skills, technical ability, aptitude and job specific required behaviours. Performance expectations and the associated skills and behaviours required to perform effectively will evolve as the needs of our Authority evolve.

The formal Capability Procedure will be instigated in cases where informal steps and active management have not delivered a satisfactory improvement in performance to the required level. It is expected that managers will be able to demonstrate that an informal process has occurred in which;

- the employee has been made aware of the issue(s) and the standards expected in the future,
- additional support has been provided, where this is appropriate e.g. coaching, training,
- Performance has subsequently been reviewed and insufficient progress has been made.

This policy does not form part of any employee's contract of employment. It may be amended from time to time.

### 2. Principles

This policy should be used as guidance for all managers when dealing with issues of under-performance.

The spirit and intention of this policy is to provide a positive and structured approach to resolving problems of under-performance. It aims to help the individual who may have problems and offers them various forms of support whilst recognising the need to maintain and improve Authority services.

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At all stages of the procedure, the Authority will consider how appropriate training and other support could benefit the employee and whether the possibility that alternative employment within the organisation might be in the interests of both parties.

The HR team should always be advised and consulted before consideration is given by a manager to instigating any part of this policy, to ensure a consistent approach across the authority.

Line managers must set clear standards of work performance which includes identifying appropriate behaviours for all their employees. These should be communicated through regular 1 to 1s and the appraisal process.

Employees have the right to be accompanied by a work colleague or trade union representative at any formal stage of the procedure to provide support.

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## 3. Scope

This policy applies to all Cambridgeshire & Peterborough Combined Authority employees as far as possible, except where there is a specific local agreement, or a clause within the contract of employment, which is at variance with the provisions as contained within the NJC agreement.

For new employees under a contractual probation period, performance issues will be dealt with as part of the Probation Policy & Procedure.

The Performance Procedure deals with matters of capability in the delivery of job performance and not matters of conduct, which would be dealt with under the disciplinary procedure. Where there is a refusal to make reasonable efforts in co-operating with the procedure or improvement actions, then potentially a capability matter could become one of conduct and be referred to the Disciplinary Policy & Procedure.

Poor performance resulting from incapability due to ill health which would be managed under the Absence and Attendance Management Policy & Procedure.

Managers should seek advice from the HR Team if they are unsure which policy to follow.

## 4. Our Vision and Values

Our vision is for a prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable resilient, healthier and connected region.

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Our values define what is important in the way we deliver this vision. At Cambridgeshire and Peterborough Combined Authority our core values are Collaboration, Integrity, Vision, Innovation and Leadership. We are committed to ensuring our culture enables our employees to display these values regardless of their roles within the organisation. Managers and employees alike must ensure our core values are upheld when implementing this policy.

## **5. Right to be accompanied**

Employees have the right to be accompanied by a work colleague or trade union representative at any formal stage of the procedure to provide support.

## **6. Pay Progression**

Increments will be withheld for employees who are in receipt of a formal warning which has been issued in the previous 12 months following a formal hearing for capability reasons.

## **7. Further Information**

This Policy should be read in conjunction with the Capability Procedure.

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Governance – Capability Policy

## References:

Capability Procedure

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## Document Control Sheet

Purpose of document:	This document is to set out to provide a basis for the effective management of capability assessment
Type of document:	Policy
Document checked by Legal	No
If applicable, has an initial Equality Impact Assessment (EIA) been completed?	Yes
Document lead and author:	HR Team
Dissemination:	
What other documents should this be read in conjunction with:	Guidance documents listed in policy
Who will review the document (job title):	HR Team
Why is this document being reviewed?	N/A

## Revisions

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