

Performance Improvement & Capability Policy

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1 Purpose

BrisDoc is committed to creating an environment in which co-owners can perform effectively, develop their skills, and make a positive contribution to patients, colleagues and the organisation.

Most performance concerns can be resolved through regular feedback, support, coaching, development and clear management. Formal capability procedures should therefore be the exception rather than the norm.

There may, however, be occasions where a co-owner is unable to achieve or maintain the standards reasonably required for their role despite appropriate support and intervention. In these circumstances BrisDoc has a responsibility to act fairly and consistently whilst balancing the needs of the individual, the wider team, patient safety, service delivery and organisational effectiveness.

The purpose of this policy is to:

- Support co-owners to achieve and maintain the standards required in their role.
- Provide a fair and consistent framework for addressing underperformance.
- Ensure appropriate support, training and development opportunities are considered.
- Ensure health, wellbeing, disability and other relevant circumstances are properly considered.
- Maintain high standards of patient care, service delivery and professional practice.
- Provide a formal capability process where performance concerns remain unresolved.

This policy is intended to support improvement wherever possible. Dismissal will normally only be considered where reasonable support and opportunities to improve have been provided and the required standards have still not been achieved.

2 Scope

This policy applies to all BrisDoc employees who have successfully completed their probationary period.

This policy applies where a co-owner is not achieving, maintaining or demonstrating the standard of performance required for their role and the concern appears to relate to their ability, skill, knowledge, competence or capability to carry out the role effectively.

This may include situations where a co-owner is:

- Not achieving agreed objectives or role requirements.

- Producing work below the expected standard.
- Making repeated errors despite feedback and support.
- Unable to perform key duties of the role safely or effectively.
- Unable to sustain the required level of performance over time.
- Not meeting professional, clinical or regulatory standards relevant to their role.

This policy does not normally apply to:

- Concerns arising during probation.
- Misconduct, behavioural or disciplinary matters.
- Sickness absence matters.
- Grievances.
- Self-employed contractors.

Where concerns overlap with conduct, attendance, health, wellbeing or professional practice issues, managers should seek advice from the People Team regarding the most appropriate process to follow.

If a co-owner raises a grievance during a process under this policy, BrisDoc will consider whether the capability process should continue, be paused, or be managed alongside the grievance. This will depend on the nature of the issues raised and whether they are connected. Advice must be sought from the People Team before deciding the appropriate approach.

Where a co-owner has completed probation but has less than six months' service, managers must seek People Team advice before taking formal capability action or considering dismissal. This is to ensure that the appropriate process is followed, taking account of probation outcomes, length of service, the nature of the concern, any health or equality considerations, and the statutory rights applying at the time.

3 Principles

Effective performance management is a shared responsibility between managers and co-owners.

Managers are responsible for setting clear expectations, providing appropriate support, giving timely feedback and addressing concerns promptly. Co-owners are responsible for engaging with feedback, participating in development opportunities and taking reasonable steps to improve their performance.

Performance concerns should normally be addressed at the earliest opportunity and at the lowest appropriate level. Managers should not wait until concerns become serious before raising them.

The purpose of capability management is improvement rather than punishment. The emphasis throughout this policy is on identifying concerns clearly, understanding the

reasons for them, providing appropriate support and helping co-owners achieve the required standard wherever possible.

Any action taken under this policy must be fair, reasonable, proportionate and consistent with the circumstances of the case.

Before formal capability action is taken, managers must consider whether factors such as training, resources, workload, organisational change, health, disability, wellbeing or personal circumstances may be contributing to the concerns.

4 Health, Wellbeing and Reasonable Adjustments

Performance concerns can sometimes arise as a consequence of underlying health conditions, disability, neurodiversity, stress, fatigue, menopause, medication, personal circumstances or other factors beyond the co-owner's immediate control.

Managers must consider whether any such factors may be contributing to the performance concerns and should discuss this sensitively with the co-owner.

Where appropriate, advice may be sought from Occupational Health or another suitable medical professional.

Where a disability or long-term health condition is identified, BrisDoc will consider reasonable adjustments and any other appropriate support before deciding whether formal capability action remains appropriate.

Reasonable adjustments may include changes to duties, working arrangements, training, supervision, equipment, communication methods, review periods or other support measures depending upon the circumstances.

BrisDoc will consider whether any adjustments are needed to enable the co-owner to participate fully in meetings under this policy. This may include accessible meeting arrangements, documents in an accessible format, additional breaks, adjusted timescales, or allowing a support worker or interpreter where appropriate.

Where medical evidence indicates that health is the primary cause of the concerns, the matter may instead be managed under the Sickness & Wellbeing Policy.

5 Overview of the Capability Process

BrisDoc's standard approach is that performance concerns are managed through a staged process. This helps ensure co-owners are given clear feedback, appropriate support, reasonable time to improve and a fair opportunity to respond before any formal outcome is reached.

The standard process is:

1. Informal Performance Improvement
2. Stage One Capability Meeting
3. Stage Two Capability Meeting

4. Capability Hearing

Managers should normally follow this sequence unless there is a clear reason to move more quickly, such as patient safety concerns, significant clinical risk, serious service risk or repeated failure to meet core role requirements.

Any decision to bypass a stage, shorten a review period, extend a review period or move directly to formal capability action must be discussed with the People Team before action is taken.

Where there is an urgent patient safety or governance concern, a Performance Management Conference Call may be convened before deciding the appropriate route.

The capability process is summarised in Appendix A. Managers should familiarise themselves with the overall process before commencing formal capability action.

6 Informal Performance Improvement

Informal Performance Improvement forms part of normal management practice and will be the starting point in most cases. Informal Performance Improvement is not formal capability action and will not itself result in a formal warning. Any decision to issue a formal capability warning must only be taken following a formal capability meeting under this policy.

The manager should meet with the co-owner to discuss the concerns, explain the standards required, understand any contributing factors and agree appropriate support and improvement measures.

This discussion should be constructive and supportive. It should be clear enough that the co-owner understands what needs to improve, but it should not be presented as formal action at this stage.

An Improvement Plan will normally be developed. This should set out:

- The areas requiring improvement.
- The standards required.
- The support to be provided.
- Any training or development actions.
- How improvement will be measured.
- Review arrangements.
- Timescales for improvement.

The normal informal improvement period will be between four and eight weeks.

Longer review periods may be agreed where the role is complex, improvement can only be properly assessed over a longer period, or reasonable adjustments are required.

Shorter review periods should only be used where the concern relates to a core duty that can be assessed quickly, or where patient safety, service quality or operational risk requires a shorter timescale.

Regular review discussions should take place throughout the improvement period.

At the end of the review period, the manager will determine whether sufficient and sustainable improvement has been achieved.

Where satisfactory improvement has been achieved, the process will end and performance will return to normal management arrangements.

Where satisfactory improvement has not been achieved, formal capability action may be considered.

7 Commencing Formal Capability Action

Formal capability action may be commenced where:

- Informal support has not resulted in sufficient improvement.
- Similar concerns have reoccurred.
- The concerns are significant enough to justify formal intervention.
- Patient safety, service quality or organisational risk make informal management inappropriate.

Before commencing formal capability action, the manager must complete reasonable and proportionate fact-finding to understand the nature of the concern, the evidence available, the impact of the concern, the support already provided, and any relevant mitigating factors. Fact-finding is not a formal capability meeting and must not result in a formal warning or other formal outcome. Managers must seek advice from the People Team before formal capability action is commenced.

The co-owner will be invited in writing to a formal capability meeting and will normally be provided with at least five working days' notice.

The invitation will explain:

- The concerns to be discussed.
- The evidence being relied upon.
- The possible outcomes.
- The right to be accompanied.
- Any informal steps already taken, or the reason informal action has not been taken.
- The date, time, location or method of the meeting.
- Any documents being shared in advance.

The co-owner has the right to be accompanied at formal meetings under this policy by a fellow worker, a trade union representative, or an official employed by a trade union.

8 Urgent Safety Concerns and Performance Management Conference Call

In most cases, performance concerns will be managed through the standard process set out in this policy. However, there may be exceptional situations where the concern is sufficiently serious to require urgent multidisciplinary review before deciding whether the informal stage is appropriate.

This may include situations where there is a potential serious risk to:

- patient safety
- colleague safety or welfare
- clinical or professional standards
- safe service delivery
- organisational risk or governance

In these circumstances, a Performance Management Conference Call may be convened in line with the Performance Management Conference Call Terms of Reference.

The purpose of the Performance Management Conference Call is to provide urgent advisory input on the immediate risk, the appropriate route and any immediate actions required. It is not a formal capability meeting, disciplinary hearing, investigation meeting or decision-making panel.

For co-owners, the Performance Management Conference Call may recommend to the relevant accountable manager or director that the matter is managed under this policy and that the informal stage is bypassed where the seriousness of the concern justifies this. The rationale for any such recommendation must be clearly recorded, and the People Team must be involved.

Where formal capability action is commenced following a Performance Management Conference Call, the co-owner must still be given the procedural protections set out in this policy, including written notice, details of the concerns, relevant evidence, the right to be accompanied, the opportunity to respond, a written outcome and appeal rights where applicable.

The Performance Management Conference Call Terms of Reference may also apply to self-employed clinicians or contractors where there are urgent patient safety, colleague safety or governance concerns. In those cases, any resulting action will be managed under the relevant contractual, clinical governance, professional or service arrangements, rather than this policy.

9 Stage One Capability Meeting

The purpose of the Stage One Capability Meeting is to review the concerns, consider the evidence, understand the co-owner's perspective and determine what further support or action is required.

The meeting will normally be chaired by the co-owner's line manager.

Following discussion, the manager may decide that:

- No further action is required.
- A further period of informal support is appropriate.
- A Stage One Capability Warning should be issued.

Where a Stage One Capability Warning is issued, an Improvement Plan and review period will be agreed.

The standard Stage One review period is six weeks.

Any variation from this standard should be discussed with the People Team and recorded.

The outcome will be confirmed in writing.

A co-owner may appeal against a Stage One Capability Warning.

10 Stage Two Capability Meeting

Where sufficient improvement has not been achieved during the Stage One review period, a Stage Two Capability Meeting may be convened.

The purpose of the meeting is to review progress, consider whether the required standards have been achieved and determine whether further formal action is required.

The meeting will normally be chaired by the line manager or a more senior manager, depending on the circumstances.

Following discussion, the manager may decide that:

- No further action is required.
- The Stage One review period should be extended.
- A Final Capability Warning should be issued.

Where a Final Capability Warning is issued, a further Improvement Plan and review period will be agreed.

The standard Stage Two review period is six weeks.

Any variation from this standard should be discussed with the People Team and recorded.

The outcome will be confirmed in writing.

A co-owner may appeal against a Final Capability Warning.

11 Capability Hearing

Where performance remains below the required standard following a Final Capability Warning, a Capability Hearing may be convened.

The purpose of the Capability Hearing is to consider all relevant evidence, determine whether the required standards have been achieved and decide whether continued employment in the role remains appropriate.

The hearing will normally be chaired by a senior manager who has not chaired the earlier formal stages.

Where the hearing relates to clinical or professional competence, an appropriately qualified adviser may be involved.

Following consideration of all relevant information, the hearing manager may decide:

- No further action.
- A further review period.
- A further period of support.
- Redeployment.
- Dismissal on capability grounds.

The decision will be confirmed in writing.

12 Redeployment

Before dismissal is confirmed, consideration will normally be given to whether there are any suitable alternative roles within BrisDoc.

Redeployment may be appropriate where a co-owner is unable to meet the requirements of their current role but may be able to perform effectively in another available role.

Where disability or a long-term health condition is relevant, consideration of alternative roles may form part of BrisDoc's reasonable adjustment assessment.

Redeployment is not an automatic entitlement, and suitable vacancies may not always exist.

Where a suitable alternative role is identified, it may be offered as an alternative to dismissal.

Any redeployment will normally be on the terms and conditions applicable to the alternative role.

Pay protection will not normally apply unless specifically agreed.

A redeployment search period of up to twelve weeks may be agreed where appropriate.

Where a co-owner secures an alternative role, a trial period will normally apply.

The standard trial period is four weeks.

An unreasonable refusal of suitable alternative employment may result in dismissal.

13 Dismissal

Dismissal on the grounds of capability will normally only be considered where:

- The required standards have not been achieved despite appropriate support.
- The co-owner has been given reasonable opportunity to improve.
- There is no reasonable prospect of improvement within a reasonable timescale.
- Redeployment is unavailable, unsuitable or has been unreasonably refused.

Any dismissal will be with appropriate contractual or statutory notice, or payment in lieu of notice where applicable.

The decision to dismiss will be confirmed in writing and will include:

- The reason for dismissal.
- The date employment will end.
- Notice arrangements.
- The right of appeal.

14 Appeals

A co-owner may appeal against a formal capability warning or dismissal under this policy.

Appeals must normally be submitted in writing within five working days of receiving the outcome and should set out the grounds of appeal.

Appeals will normally be considered where the co-owner believes:

- The process was not followed correctly.
- The decision was unreasonable.
- Relevant evidence was not properly considered.
- New evidence has become available.
- The outcome was disproportionate.

Appeals will be heard by a manager who has not previously been involved in the case and whose seniority is appropriate to the circumstances.

The appeal manager may:

- Uphold the original decision.
- Overturn the original decision.
- Substitute a different outcome.
- Require further action to be taken.

The outcome of the appeal will be confirmed in writing and will be final.

15 Records

Managers are responsible for ensuring that accurate records are maintained throughout the process.

Records may include:

- Meeting notes.
- Correspondence.
- Improvement Plans.
- Review documentation.
- Evidence considered.
- Outcome letters.
- Appeal correspondence.

Records will be retained in accordance with BrisDoc's records management arrangements and data protection obligations.

16 Version Control

Version	Date	Author	Summary of change
7.0	1 September 2022	N Clegg	Full review and update from Version 6.0. References to HR/Workforce updated to People Team. References to employee/staff updated to individual. Specific detail relating to Induction, PDR and PSPSG (PAG) Terms of Reference removed and replaced with signposting to relevant policies/Terms of Reference. New detail added regarding the PSPSG. Appendix 1 flowchart tidied to improve readability and reflect the performance management issue conference process.
8.0	1 st October 2026	Mike Duncan, Director of People & OD	Full scheduled three-year review of Managing Performance Policy V7.2. Policy renamed Performance Improvement & Capability Policy to better describe its purpose and scope. Policy restructured to distinguish informal performance improvement from formal capability action, introduce clearer capability stages, timescales and outcomes, strengthen health, wellbeing and reasonable adjustment considerations, and include practical manager tools including a process overview,

Version	Date	Author	Summary of change
			formal capability gateway checklist, standard timescales and outcomes, Performance Improvement Plan template and formal capability meeting agenda. Links to other Policies removed as per guidance from Governance.

17 Equity, Inclusion & Values Impact Assessment

This Equity, Inclusion and Values Impact Assessment ensures that BrisDoc's Redundancy Policy upholds our duties under the Equality Act 2010, supports inclusive and equitable practice, and is consistent with BrisDoc's values, expected behaviours and employee-owned culture. It considers both the potential impact on co-owners with protected characteristics and wider circumstances which may affect how individuals experience organisational change, redundancy, consultation, selection and redeployment.

The policy is intended to support improvement wherever possible, while ensuring that performance concerns are managed fairly, consistently and proportionately. It also recognises that performance may be affected by health, disability, neurodiversity, wellbeing, personal circumstances, training, workload, resources or other relevant factors.

This assessment considers both equality impact and quality impact. It reflects on intersectionality and the compounding effects that may arise where a co-owner has more than one protected characteristic or relevant personal circumstance.

Protected Characteristic	Potential Impact Identified?	Actions Taken / Considerations
Age	Yes – potential variation in support needs	Performance concerns may arise at different career stages, including where co-owners are new to a role, adapting to changed duties, returning after a break, or managing health or life-stage factors. The policy requires clear standards, appropriate support and reasonable review periods, reducing the risk of assumptions being made based on age or length of service.
Disability	Yes – potential barriers	The policy explicitly requires managers to consider disability, long-term health conditions, neurodiversity, Occupational Health advice and reasonable adjustments before formal capability action progresses. Review periods, meeting arrangements, communication methods, supervision and duties may be adjusted where appropriate.

Sex / Gender	Yes – potential impact	The policy requires managers to consider health, wellbeing, stress, fatigue, menopause, medication and personal circumstances where these may affect performance. This supports a gender-aware approach and reduces the risk of formal capability action being taken without considering relevant underlying factors.
Gender Reassignment	Yes – potential sensitivity and confidentiality considerations	The policy applies equally to all co-owners and requires concerns to be managed sensitively and confidentially. Any health, wellbeing, absence, adjustment or privacy considerations should be handled with dignity and without unnecessary disclosure of personal information.
Pregnancy and Maternity	Yes – potential barriers	Performance concerns may be affected by pregnancy-related health, maternity-related circumstances, fertility treatment, return from family leave or associated adjustments. Managers should seek People Team advice where pregnancy, maternity or family leave may be relevant, and should consider whether another policy or additional support is more appropriate.
Race / Ethnicity	Yes – potential communication or cultural barriers	The policy requires clear standards, evidence-based decision-making and opportunities for the co-owner to respond. Managers should consider whether communication needs, language, cultural factors, bias or access to support may be relevant and should seek People Team advice where needed.
Religion or Belief	No adverse impact identified	The policy applies equally to all co-owners. Meeting arrangements, review periods or support measures can be adjusted where reasonable to accommodate religious observance or belief-related requirements.
Sexual Orientation	No differential impact identified	The policy applies equally to all co-owners. Confidentiality, dignity and respect are built into the process, and all co-owners have equal access to support, representation and appeal rights.
Marriage and Civil Partnership	No differential impact identified	The policy does not treat co-owners differently based on marital or civil partnership status. Any relevant personal

		circumstances should be considered sensitively and consistently.
Intersectionality	Yes – potential compounding impact	Co-owners may experience overlapping impacts linked to more than one protected characteristic or personal circumstance. Managers must avoid assumptions, consider the individual context, and seek People Team advice before formal action is commenced.

Inclusion and BrisDoc Values

The policy has also been considered from the perspective of wider inclusion and BrisDoc's values and co-owner principles. Redundancy and organisational change can affect co-owners differently because of factors which extend beyond protected characteristics, including caring responsibilities, financial circumstances, contractual hours, working patterns, travel requirements, digital access, confidence in formal consultation processes and access to alternative employment opportunities.

The policy supports inclusion by requiring meaningful consultation, transparent and evidence-based decision-making, consideration of individual circumstances, reasonable adjustments, active consideration of redeployment and opportunities for co-owners to challenge factual information used in selection.

The policy supports BrisDoc's values and employee-owned culture by requiring affected co-owners to be informed, listened to and able to contribute to consultation before decisions are finalised. It also requires BrisDoc to consider alternatives to redundancy and to balance organisational sustainability with fair treatment of co-owners and continuity and quality of patient services.

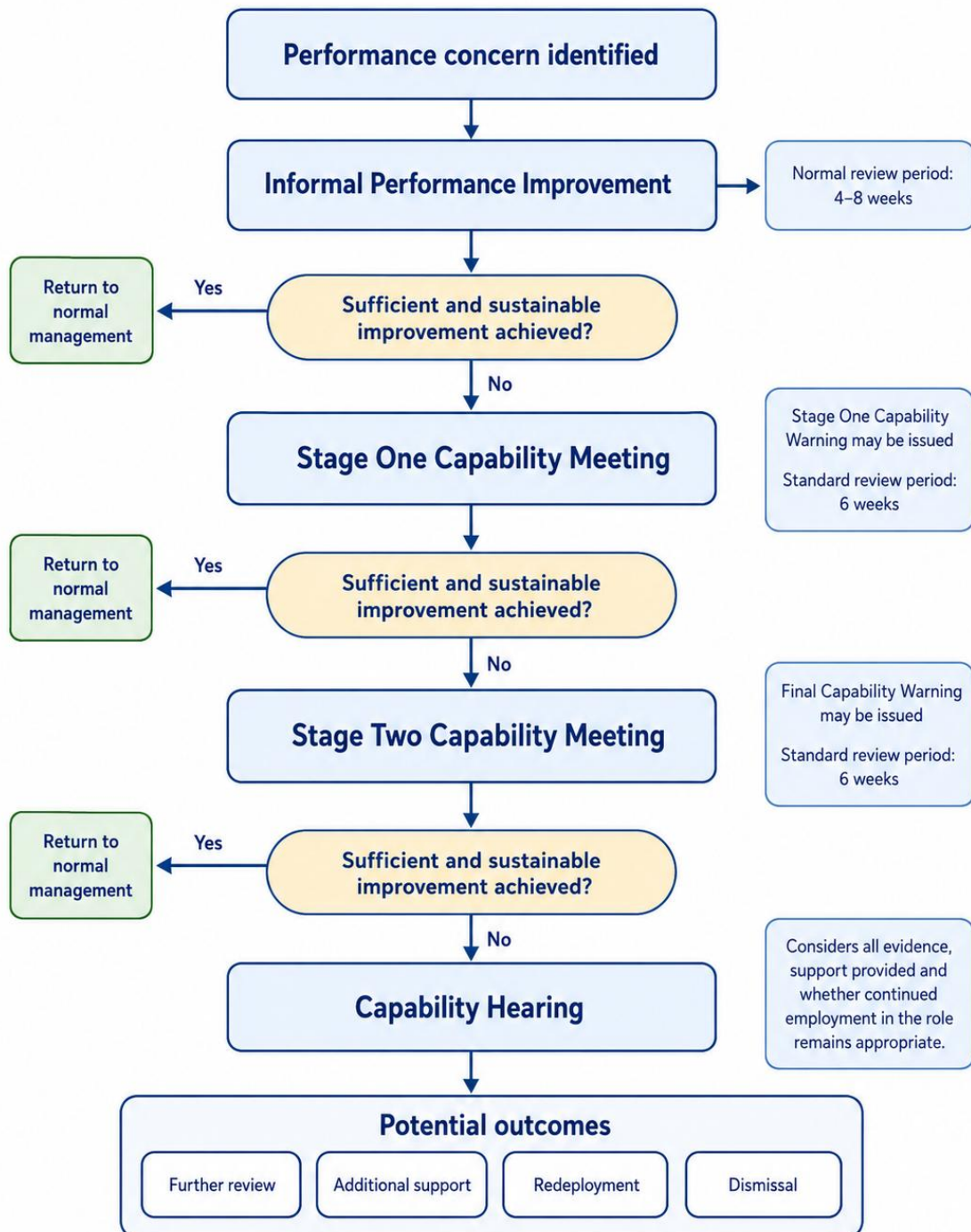
No additional adverse inclusion or values impact has been identified from the policy itself. There remains a significant risk that an individual organisational change or redundancy exercise could have an unintended or disproportionate impact on particular groups of co-owners. Equality, inclusion and values impacts should therefore be considered at the design stage of any significant organisational change and kept under review throughout consultation and implementation.

Monitoring

This Equality, Inclusion and Values Impact Assessment will be reviewed as part of the next scheduled policy review, or sooner if there are significant legislative changes, organisational learning, equality or inclusion concerns, or evidence that the policy is operating in a way which is inconsistent with BrisDoc's values.

Appendix A – Capability Process Overview

The standard route is shown below. A co-owner may return to normal management arrangements at any stage where sufficient and sustainable improvement has been achieved.



Variations to the standard route or timescales must be discussed with the People Team and recorded.

Appendix B – Manager Checklist Before Commencing Formal Capability

This checklist must be completed before formal capability action commences. Managers must discuss the case with the People Team before issuing an invitation to a formal capability meeting.

Check	Confirmed Y/N or NA	Notes
The performance concern is clear and relates to the co-owner's ability, skill, knowledge, competence or capability to do the role.		
The required standard has been explained to the co-owner.		
The co-owner has been told what needs to improve and has had an opportunity to respond.		
Informal feedback, support and an Improvement Plan have normally been provided.		
The co-owner has normally had a reasonable opportunity to improve.		
Training, supervision, workload, resources, health, wellbeing, disability and reasonable adjustments have been considered.		
Relevant evidence has been gathered, and informal discussion/review notes have been retained.		
The People Team has been consulted, and formal capability action is considered appropriate.		

Manager name:

People Team adviser:

Date discussed:

Appendix C – Standard Timescales and Outcomes

Standard Timescales

Stage / activity	Standard timescale
Informal Performance Improvement	4–8 weeks
Notice of formal capability meeting	Normally at least 5 working days
Stage One Capability review period	6 weeks
Stage Two Capability review period	6 weeks
Appeal submission	Within 5 working days of the outcome
Redeployment search period	Up to 12 weeks, where appropriate
Redeployment trial period	4 weeks, where appropriate

These are BrisDoc's standard timescales. Any decision to shorten, extend or bypass a stage must be discussed with the People Team and recorded.

Standard Outcomes

Stage	Possible outcomes
Informal Performance Improvement	Return to normal management arrangements; extend informal support; progress to Stage One Capability Meeting
Stage One Capability Meeting	No further action; further informal support; Stage One Capability Warning
Stage One Review	Return to normal management arrangements; extend review period; progress to Stage Two Capability Meeting
Stage Two Capability Meeting	No further action; extend review period; Final Capability Warning
Stage Two Review	Return to normal management arrangements; extend review period; refer to Capability Hearing
Capability Hearing	No further action; further review period; further support; redeployment; dismissal on capability grounds
Appeal	Uphold the decision; overturn the decision; substitute a different outcome; require further action

Documentation Requirements

Stage	Documents normally required
Informal stage	Notes of discussion; Improvement Plan; review notes
Formal meeting	Invitation letter; evidence shared; meeting notes; outcome letter
Review period	Updated Improvement Plan; review notes; evidence of progress or continued concern
Capability Hearing	Hearing invitation; management evidence; meeting notes; outcome letter
Redeployment	Redeployment search record; trial period arrangements; review notes
Appeal	Appeal letter; appeal meeting notes; appeal outcome letter

All records must be stored in accordance with BrisDoc's records management and data protection requirements.

Appendix D – Improvement Plan Template

This template should be used to record the improvement required, the support to be provided, how improvement will be measured and the review arrangements. It may be used during Informal Performance Improvement and during formal capability review periods.

Co-owner name		Role	
Service / team		Line manager	
Date plan agreed		Review period	
Next review date		Stage	Informal Performance Improvement / Stage One Capability / Stage Two Capability

Area requiring improvement	Required standard and success measures	Support and agreed actions

Progress and Review Log

Use this section to record each review discussion for the plan as a whole. Add further rows if more reviews are needed.

Review date	Progress against the plan	Further support / actions agreed	Outcome at this review	Next review date

Health, Wellbeing and Reasonable Adjustment Considerations

Question	Notes
Has the co-owner raised any health, wellbeing or personal circumstances relevant to their performance?	
Have any reasonable adjustments been requested or considered?	
Is Occupational Health advice required?	
Have any agreed adjustments or support measures been recorded?	

Completed plans and review records should be retained in accordance with BrisDoc's records management arrangements.

Appendix E – Formal Capability Meeting Plan / Agenda

This template should be used to structure Stage One Capability Meetings, Stage Two Capability Meetings and Capability Hearings. Formal invitation and outcome letters must be issued using People Team approved templates, obtained from the People Team.

Meeting details

Co-owner name		Role	
Service / team		Line manager	
Meeting stage	Stage One / Stage Two / Capability Hearing	Date	
Chair		People Team adviser	
Companion / representative		Note-taker	
Documents shared in advance		Meeting location / method	
Outcome letter to be issued by		Target issue date	

Meeting agenda

Step	Agenda item	Chair / manager prompt	Meeting notes
1	Welcome, introductions and purpose	Confirm the meeting stage, who is present, and that the meeting is being held under the Performance Improvement & Capability Policy.	
2	Right to be accompanied	Confirm that the co-owner has been offered the right to be accompanied by a fellow worker, a trade union representative, or an official employed by a trade union.	
3	Documents and evidence	Confirm the documents shared in advance and check whether the co-owner has had reasonable opportunity to consider them.	
4	Performance concerns	Manager explains the specific concerns, the required standards and the impact on patients, colleagues, service quality or the organisation.	
5	Support and Improvement Plan	Review feedback already given, support provided, training, supervision, reasonable adjustments and progress against the Improvement Plan.	
6	Co-owner response	Co-owner has the opportunity to respond, provide evidence, explain any mitigation and comment on support received or needed.	

7	Health, wellbeing and adjustments	Consider whether health, wellbeing, disability, personal circumstances or reasonable adjustments are relevant.	
8	Further support and timescales	Discuss any further support, review period, expectations and how improvement will be measured.	
9	Adjournment	Adjourn before reaching a decision where needed, particularly where a warning, referral to hearing, redeployment or dismissal may be considered.	
10	Outcome and next steps	Confirm the decision, next steps, review arrangements, consequences if improvement is not achieved, and appeal rights where applicable.	

Outcome options

Stage One Capability Meeting	No further action; further informal support; Stage One Capability Warning.
Stage Two Capability Meeting	No further action; extend review period; Final Capability Warning.
Capability Hearing	No further action; further review period; further support; redeployment; dismissal on capability grounds.
Appeal, if applicable	Uphold the decision; overturn the decision; substitute a different outcome; require further action.

Decision record

Decision reached	
Reasons for decision	
Improvement required	
Support to be provided	
Review period / next review date	
Consequences if improvement is not achieved	
Appeal rights confirmed, where applicable	
Outcome letter issued / date	

Sign-off

Role	Name / signature	Date
Chair / manager		
People Team adviser		

Formal invitation, warning, hearing, dismissal and appeal outcome letters are controlled People Team templates and should not be issued without People Team review.