

Report to:	MSMTM
Report by:	Helen Gardner-Swift
Meeting Date:	6 October 2010
Subject/ Title: (and VC no)	Performance and Development Framework (P&DF) 2019-20 2020-21 VC 138977
Attached Papers (title and VC no)	None

Purpose of report

1. To provide an update on the P&DF for 2019-20 and recommend the way forward in 2020-21, taking account the impact of the COVID-19 pandemic and the temporary closure of the office premises.

Recommendation and actions

2. I recommend the following:
 - (i) that ongoing performance management discussions should continue (as far as is reasonably possible) and that:
 - (a) the objectives and personal development plans in place for 2019-20 be used as a basis for ongoing performance management discussions in 2020-21 but that it is recognised in using these that circumstances have changed, particularly as regards remote working, revised KPIs and the fact that not all members of staff were able to work remotely until August 2020
 - (b) where appropriate, objectives can be updated to reflect changed circumstances or priorities and any changes to be agreed with the member of staff
 - (c) performance management discussions should take place on a monthly basis and the In-Year Review Meeting Form (Form B) can be used to record a note of the discussion
 - (d) performance management discussions should reflect the challenges that members of staff may be experiencing when working remotely and indicate the support available to help manage these challenges
 - (e) performance management should also take into account and support the wellbeing of members of staff who are working remotely
 - (ii) a suitable training programme to assist line managers in managing staff who are working remotely is put in place in October 2020
 - (iii) this report is published in accordance with the recommendation set out in paragraph 22.

Executive summary

Background

3. The P&DF (VC45564) is designed to:
 - (i) identify personal strengths and development needs
 - (ii) recognise good performance
 - (iii) support the achievement of objectives
4. The core elements are:
 - (i) personal objectives
 - (ii) personal development plan (including identifying learning and development needs)
 - (iii) ongoing performance management
 - (iv) performance and development annual review and in-year review meetings.
5. The P&DF is designed so that the core elements can be used flexibly, reflecting the requirements of the role, the individual and the line manager.
6. The Governance Reporting Arrangements include a requirement for me to provide assurance on the effectiveness of the P&DF, including:
 - details of number of reviews completed, and timescales achieved
 - outcomes e.g. organisation or team level (i.e. not individual) in terms of meeting objectives

2019-20

7. Annual performance and development meetings should be held between 1 April and 30 May.
8. Due to the temporary closure of the office premises as a result of the impact of the COVID-19 pandemic, and, also, the fact that not all staff were able to work remotely until August 2020, it has not be possible
 - (i) for line managers to carry out the annual reviews within the required timescales, that is by the end of May 2020
 - (ii) for me to use the outcome of these reviews, to assess whether, overall, objectives have been met.

2020-21

9. Due to the temporary closure of the office premises as a result of the impact of the COVID-19 pandemic, and, also, the fact that not all staff were able to work remotely until August 2020, it has also not been possible:
 - (i) to set personal objectives for each member of staff
 - (ii) to agree personal development plans with each member of staff

Way forward

10. There are challenges in managing employees who are working remotely, both for line managers and the employees being managed. However, although it has not been possible to set personal objectives or agree personal development plans, it is still possible for line

managers and members of staff to be able to monitor and manage performance during Q3 and Q4 using suitable meetings and resources appropriate to the role and to the experience, abilities and development needs of the member of staff and taking into account the temporary remote working that is in place. For example, these might include caseload management reviews, project status reports, team meeting notes and statistical reports.

11. Therefore, for the remaining two quarters of this year (that is, Q3 and Q4) of this year, I recommend that ongoing performance management discussions should continue (as far as is reasonably possible) and that:
 - (i) the objectives and personal development plans in place for 2019-20 be used as a basis for ongoing performance management discussions in 2020-21 but that it is recognised in using these that circumstances have changed, particularly as regards remote working, revised KPIs, revised project plans, etc and the fact that not all members of staff were able to work remotely until August 2020
 - (ii) where appropriate, objectives can be updated to reflect changed circumstances or priorities and any changes to be agreed with the member of staff
 - (iii) performance management discussions should take place on a monthly basis and the In-Year Review Meeting Form (Form B) can be used to record a note of the discussion
 - (iv) performance management discussions should reflect the challenges that members of staff may be experiencing when working remotely and indicate the support available to help manage these challenges
 - (v) performance management should also take into account and support the wellbeing of members of staff who are working remotely
12. I am hopeful that a suitable training programme to assist line managers in managing staff who are working remotely can be put in place in October 2020.
13. A report on the Learning and Development Plan 2020-21 will be submitted to the Q2 QSMTM.

Risk impact

14. The P&DF is a control which supports achievement of our HR governance objectives. By adapting the P&DF for the circumstances in which we are currently working, this will mitigate the risk of having either no P&DF, or an ineffective P&DF, in place for the remainder of the year.

Equalities impact

15. There is no direct equalities impact arising from this report. However, in undertaking performance management, line managers should have regard to any relevant equalities issues that arise, and their impact on a member of staff, and seek guidance (as necessary) from their Head of Department or from the HOCS.

Privacy impact

16. There are no direct privacy impact issues arising from this report. However, as performance management would normally be carried out in 1:1 meetings, it is presently being considered

whether Microsoft Teams can be used for this. Until a decision has been taken on this, 1:1 meetings should be conducted by phone.

Resources impact

17. The increase in the number of performance management meetings is considered appropriate in the light of the temporary closure of the office premises due to the impact of the COVID-19 pandemic, the fact that all members of staff are working remotely and the challenges and support that staff may require as a result of remote working.

Operational/ strategic plan impact

18. None

Records management impact (including any key documents actions)

19. None

Consultation and Communication

20. No consultation has taken place prior to this report being considered by the SMT.
21. The HOCS will advise line managers and members of staff of the revised P&DF arrangements.

Publication

22. I recommend that this committee report is published in full.