

<b>Report to:</b>	MSMTM
<b>Report by:</b>	Helen Gardner-Swift
<b>Meeting Date:</b>	7 October 2021
<b>Subject/ Title:</b> (and VC no)	Performance and Development Framework (P&DF) 2020-21 VC 157867
<b>Attached Papers</b> (title and VC no)	None

## Purpose of report

---

1. The purpose of this Committee Report (CR) is to provide an assurance report on the Performance and Development Framework (P&DF) for the reviews carried out in respect of 2020-21, in line with the Governance Reporting Arrangements (GRA).

## Recommendation and actions

---

2. I recommend the following:
  - (i) the Senior Management Team (SMT) notes this assurance report
  - (ii) this CR is published in accordance with the recommendation set out in paragraph 25

## Executive summary

---

### Background

#### P&DF

3. The P&DF is designed to:
  - identify personal strengths and development needs
  - recognise good performance
  - support the achievement of objectives
4. The core elements are:
  - personal objectives
  - personal development plan (including identifying learning and development needs)
  - ongoing performance management
  - 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 GRA include a requirement for me to provide assurance on 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

### COVID-19 pandemic

7. The SMT activated temporary business continuity arrangements due to the impact of COVID-19 pandemic on the work of our office. As a result of these arrangements the office premises have been temporarily closed from 23 March 2020 and all members of staff are working remotely. Updated P&DF arrangements were put in place in October 2020-21 (see below).

### Temporary closure of the office premises and remote working

8. Due to the temporary closure of the office premises and, also due to the fact that not all staff were able to work remotely until August 2020, it was not possible:
- to set personal objectives for each member of staff until Q3
  - to agree personal development plans with each member of staff until Q3
9. On 6 October 2020, the SMT agreed that for 2020-21 ongoing performance management discussions should continue (as far as is reasonably possible) and that:
- the objectives and personal development plans in place for 2019-20 should be used as a basis for ongoing performance management discussions in 2020-21 recognising that, in using these, 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
  - where appropriate, objectives could be updated to reflect changed circumstances or priorities and any changes were to be agreed with the member of staff concerned
  - performance management discussions should take place on a monthly basis and the In-Year Review Meeting Form (Form B) could be used to record a note of the discussion
  - 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
  - performance management should also take account of and support the wellbeing of members of staff who are working remotely
10. External training was provided to assist line managers in managing staff who are working remotely.

### 2020-21

#### Number of reviews completed and timescales achieved

11. Annual performance and development meetings should be held between 1 April and 31 May.
12. In 2021, 24 annual reviews were carried out and the majority of these took place within the required timescales (92%). This is an improvement on 2018-19 (85%) (reviews could not take place in 2019-20).

#### Outcomes e.g. organisation or team level (not individual)

13. [REDACTED]
- [REDACTED]

  
**Assurance**

14. I am of the view that the P&DF remains effective, however, objectives should be in place for all members of staff for 2021-22.

**Risk impact**

---

15. The P&DF is a control which supports achievement of our HR governance objectives. Having adapted the P&DF for the circumstances in which we are working has mitigated the risk of having either no P&DF, or an ineffective P&DF, in place for 2020-21.

**Equalities impact**

---

16. 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**

---

17. There are no direct privacy impact issues arising from this report.

**Resources impact**

---

18. The increase in the number of performance management meetings in 2020-21 was 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 were working remotely and the challenges and support that staff required as a result of remote working.

**Operational/ strategic plan impact**

---

19. None

**Records management impact (including any key documents actions)**

---

20. None

**Consultation and Communication**

---

21. No consultation has taken place prior to this CR being considered by the SMT.

**Publication**

---

22. I recommend that this CR is published but that paragraph 13 is withheld from publication on the basis that the exemption in Section 38 of the Freedom of Information (Scotland) Act 2002 would apply if a request were, at this stage, to be made for the information.