

Report to:	MSMTM
Report by:	Helen Gardner-Swift
Meeting Date:	12 October 2022
Subject/ Title: (and VC no)	Performance and Development Framework (P and DF) 2021-22 VC175913
Attached Papers (title and VC no)	None

Purpose of report

- The purpose of this Committee Report (CR) is to provide an assurance report on the Performance and Development Framework (P and DF) for the reviews carried out in respect of 2021-22, in line with the Governance Reporting Arrangements (GRA).

Recommendation and actions

- I recommend the following:
 - the Senior Management Team (SMT) notes this assurance report
 - this CR is published in accordance with the recommendation set out in paragraph 24

Executive summary

Background

Employee Handbook (EH)

- An updated EH was approved on 2 June 2021 and Part 2 contains the policies and procedures that apply to employees during their employment. The P and DF is now incorporated into Part 2 instead of being a stand-alone policy. The policies and procedures in the EH are kept under review and monitored on an ongoing basis, taking account of legislative requirements, recommendations, guidance and good practice.

P and DF

- The P and DF is designed to:
 - identify personal strengths and development needs
 - recognise good performance
 - support the achievement of objectives
- 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.

- 6. The P and DF is designed so that the core elements can be used flexibly, reflecting the requirements of the role, the individual and the line manager.
- 7. The GRA include a requirement for me to provide assurance on the P and 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

Temporary closure of the office premises and remote working

- 8. Our office premises were temporarily closed in 2021-22 due to the impact of the COVID-19 pandemic. All members of staff worked remotely. As an organisation, our priority has been to continue to provide services and guidance within available resource while safeguarding the health, safety and wellbeing of all members of staff.
- 9. Revised governance arrangements and guidance relating to information management and remote working is in place. Interim HR policies have also been agreed by the SMT and issued to all staff. The interim guidance and interim HR policies are updated as required and kept under review.
- 10. In 2020-21, external training was provided to assist line managers in managing staff who are working remotely.
- 11. The office premises re-opened from 3 May 2022 and a trial period of hybrid working is now in place. A Handbook to facilitate the return to the office premises and hybrid working has been issued to all members of staff and, as we move into this new way of working, our existing policies and guidance will be amended over time.
- 12. Throughout the year, performance management discussions should have also reflected:
 - the challenges that members of staff may be experiencing when working remotely
 - the support available to help manage challenges
 - taken account of the wellbeing of members of staff

P and DF 2021-22

Number of reviews completed and timescales achieved

- 13. Annual performance and development meetings should be held between 1 April and 31 May.

14. 

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

- 15. As part of each review, there is an assessment as to whether the member of staff has met their personal objectives. For 2021-22, all 19 members of staff met their personal objectives (100%). This is a superb achievement.

Assurance

16. Taking account of the above, I am of the view that the P and DF remains effective.

Risk impact

17. The P and DF is a control which supports achievement of our HR governance objectives.

Equalities impact

18. 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

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

Resources impact

20. Performance management meetings require the input of resource from both managers and team members.

Operational/ strategic plan impact

21. None

Records management impact (including any key documents actions)

22. None

Consultation and Communication

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

Publication

24. I recommend that this CR is published but that paragraph 14 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.