

Subject:	Review of Performance Management and Development		
Date of Meeting:	[Insert all meetings at which the report will be considered]		
Report of:	Executive Director of Finance and Resources Executive Director]		
Contact Officer:	Name:	Sue Moorman	Tel: 29-3629
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Ward(s) affected:	All		

FOR GENERAL RELEASE/ NOT FOR PUBLICATION**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 This report is in response to a formal member panel recommendation arising from an individual grievance, for the Audit and Standards Committee to receive a report updating the committee on the progress on the Council's Performance Development Planning and Performance Management
- 1.2 To provide a relevant update the report expands upon the recommendation to provide a comprehensive overview of the work underway to support performance management and development in the council.
- 1.3 Individual performance is embedded in the council's performance management framework, which outlines the council's priorities deriving from the Sustainable Community Strategy, through the Council's Corporate Plan and Business Plans to individual performance management and development. This is a clear demonstration of how the council has clarity of purpose and ensures the delivery of its priorities for its services and its workforce. (**Appendix A – Council's Performance Framework**)
- 1.4 The Corporate Plan for 2015-2019 is currently being developed alongside our budget preparation and medium term financial strategy. The budget challenge means that our future council will be smaller than now and the council will not be directly delivering all the services it does now. This means we need to build the skills and capability of our current and future staff to work within this changing environment. We also need to support them to be employable outside local government and within the wider provision of public services .

2. RECOMMENDATIONS:

- 2.1 That the committee note the current activity and measures related to supporting and improving individual performance management and development in the council.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Council has set out a clear ambition to modernise the way services are delivered to reflect its priorities and to ensure value for money. This inevitably means a high level of change for our workforce as the organisation develops.
- 3.2 One of the council's four priorities is to modernise the organisation into a high-performing council that is able to deliver high-quality, accessible services whilst offering value for money for residents. In order to achieve this, the council needs a high-performing workforce that is able to respond quickly to the significant changes and challenges the council is facing, and will continue to face, for the foreseeable future. This means it needs to be flexible in terms of its skills profile and how its staff are deployed.
- 3.3 Underpinning the councils modernisation approach is the council's cultural change programme and the focus on improving performance management across the organisation.
- 3.4 This report sets out the action that has already been taken in relation to implementing cultural change and improving performance management across the council. It also describes the other work it is intended to carry out over the next six months or so as part of the council's People Plan. This Plan aims to ensure the council has the appropriate mechanisms and processes in place to enable the council to develop and maintain an agile workforce going forward.

Summary of progress to date:

Changing the council's culture

- 3.5 An organisation's culture sets the framework for "how" it goes about doing things as an organisation on a day-to-day basis. The council has embarked on a cultural change programme, engaging with the workforce about the fundamental changes it needs to make if it is to respond effectively to the significant challenges ahead. Fundamental to this work was the development, in collaboration with our staff, of a set of organisational values and behaviours. These describe the qualities every employee is expected to demonstrate when carrying out their job and are being embedded into everyday use to support the modernisation agenda.
- 3.6 A core activity within the cultural change programme is the delivery of a leadership programme designed around the council's values. The programme is being delivered to all managers over a period of nine months, ending in May 2015. The programme focuses on how the council will achieve its ambition to become a high performing organisation, concentrating on performance of self, others and service. The programme is delivered over 3.5 days and as at end of September :-

- 210 managers have now completed
- A further 253 have started and are currently on the programme
- The final 330 managers begin the programme in February
- All 793 BHCC managers will complete by end of May 2015
- New managers who join the organisation are being added to the programme as appropriate

Feedback has been consistently positive about the impact of the activity. The Chief Executive is the overall sponsor for the programme and is given regular feedback on the impact of the learning.

- 3.7 The learning programme reinforces that the performance of others is core to management accountability and that doing this well is a driver for success.

Performance management framework

- 3.8 The council has an established performance management system in the council through regular one to ones and through an annual Performance Development Plan (PDP) with a six monthly review. The Performance Development Plan sets out current work objectives so there is clarity what individuals are being asked to achieve and that they have the relevant training and support not only to do this, but also to develop as people and professionals.
- 3.9 The system was reviewed and refreshed last year to ensure it reflected the council's values and the requirement to record the event on the HR system, Pier.
- 3.10 Managers of staff are introduced to the council's performance management scheme at induction. There is also guidance for both managers and staff on the Wave on how to get the best out of performance development activity. This approach is supported by e-learning and face to face training to give staff the knowledge and skills to undertake effective PDPs linked to the council's performance, values and behaviour frameworks.
- 3.11 As a result of feedback from the leadership programme, further work is being done on a performance tool kit for managers of staff to offer guidance on setting robust objectives and fulfilling their performance management role.

Personal Development

- 3.12 Learning and development that is highlighted in the PDP should inform a team's workforce development plan. The council runs a corporate learning programme providing generic skills support. The programme offer is attached at **Appendix B**.
- 3.13 Due to the current available budget for corporate training, which is £100k per annum, the programme is limited to generic core training requirements. Additional professional development programmes run in Housing, Customer Services, Adult Social Care and Children's Services. Other development and training needs are currently identified at a local level based on an assessment of need and available budget.
- 3.14 A review of the council's core development programme is underway, informed by workforce planning and skills information and feedback from the leadership

programme. The review will ensure we are targeting the current resource to the right learning outcomes for the council.

- 3.15 It is recognised that the level of the available training budget and how this inevitably has to be prioritised does mean that there is a limited core programme. The council has to prioritise funding for work related core development and does not have the facility meet other personal development.
- 3.16 Some personal development in the council is supported via mentoring and coaching, and work shadowing. However this is not a corporately resourced or coordinated and so is not currently a consistent offer across the council, as it relies on local management response.
- 3.17 The council does have general information on the Wave about how to register for work shadowing or mentoring. It is recognised however, that this is limited to those who are motivated to seek it out and also by those who have more ready access to the intranet.
- 3.18 Therefore movement to different posts within the council occurs through recruitment or the process of seeking redeployment during a period of organisational change. As a response to this, an aspect of the People Plan is to review the accessibility, and openness of recruitment, including secondment opportunities across the workforce.

Monitoring PDP's

- 3.19 Completion of PDPs is monitored via the annual staff survey. In 2013 72% of staff reported that they had a PDP. This is an important source of information about staff attitudes, the impact of the culture change on individuals and organisation and also a signpost to where teams are demotivated. Linking key data together offers insight to where there may be teams who are demotivated and may highlight under-performance.
- 3.20 The staff survey is due to run again on 6 October 2014. This will provide a further measure of progress. Other questions are asked within the staff survey that further improves the council's view of the effectiveness of PDP discussions e.g. ' I get useful feedback from my manager, I have personally benefitted from learning and development in my current role'.
- 3.21 Monitoring of completion of PDPs is also undertaken by reporting on the information logged into the HR system. However the loading of information is dependent upon managers undertaking the updating and so is not a complete source of data. As at 30.9.14 the completion rate was only 38% across the council which is concerning. On receipt of the staff survey analysis for 2014, we will be able to undertake a correlation between the rate reported in the staff survey and that on the HR system. Following this, further recommendations will be made to the organisation on how to improve assurance.
- 3.22 Monitoring the quality of the intervention is less embedded in the organisation, thought in July 2013 we ran a "pulse" survey to 170 staff, after the new PDP

format and guidance was revised to reflect the councils values. The results told us:

- 56% of respondents felt more motivated after their PDP and 121 conversations
- 45% of respondents felt the values made a difference to their PDP and 121 conversations and 45% stated they had made no difference.

Future developments – performance management

3.23 The People and Performance Management workstream in the people plan has six related actions,

1. Management competencies;
2. Recruitment;
3. Secondments;
4. Redeployment;
5. Capability review;
6. Performance Management

3.24 As a core part of the people plan outcomes for this year on performance management, we are developing an online managers' guide to performance management to complement the skills training provided. This will provide managers with best practice, tips, and further reading for them to get the best out objective setting and conducting PDPs and 121 meetings. We are proposing to work with managers that attended the leadership programme, to start to define more clearly what is a performance conversation and how this will shape the new forms and associated guidance.

3.25 Following the staff survey results for Autumn 2014, we will be developing more ways to assess the quality of the PDP intervention, as the staff experience is fundamental to the impact on performance. As part of the leadership programme, a 121 is observed with the aim to give feedback and highlight any areas for development of the manager.

3.26 It is recognised that there is a challenge for the council to ensure a consistency of experience in relation to PDP conversations and process, especially in front line services where staff are working the majority of their time in the community. Local management in these services are working to improve experience in these areas and plan effectively For example in City Clean, all line managers have had refresher training on how to conduct an effective PDPs, all reviews were completed but it has been recognised that these were not consistent in terms of quality. In some cases reviews were conducted on shift in work vehicles to minimise disruption to service. The newly appointed Head of City Clean and Parks has instigated a change to this practice, to improve the quality of the interaction. As a result, planning is underway for the 6 monthly reviews, to ensure PDP reviews are scheduled and located appropriately within the working day with a series of sample follow up quality checks on the reviews. This learning will be shared across the council.

4.0 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The approach to develop managers' skills reflects the fact that performance is a managers accountability. Any other model of centralised performance management would dilute this core responsibility. Due to the available resources work has been concentrated on creating a set of management tools and guidance to support them, back up by a core skills programme.

5.0 COMMUNITY ENGAGEMENT & CONSULTATION

Not applicable

6.0 CONCLUSION

- 6.1 In conclusion the council is committed to ensuring staff have meaningful PDP discussions that incorporate learning and development needs and I would suggest that we report back to the Audit and Standards Committee in six months time with the results of the 2014 staff survey and associated action plan.
- 6.1 Acknowledge further detailed work to be done
- 6.2 Context of priorities and reducing workforce – skills assessment is key

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

There are few direct financial implications arising from this report. A lot of the performance monitoring work outlined is undertaken by in-house staff and within existing workloads. Other schemes such as the leadership programme has had the resources identified to meet the costs.

Finance Officer Consulted: Peter Francis

Date: 06/11/14

Legal Implications:

There are no legal implications arising from this report, which is for noting.

Lawyer Consulted:

Elizabeth Culbert

Date: 06/11/14

Equalities Implications:

- 7.1 Learning and development opportunities and the council's performance management framework applies to all employees; that our programme is designed to be accessible to all e.g. it takes account of individual learning styles. We monitor take up of training by protected characteristic and compare with workforce profile to make sure no adverse impact on certain groups

Sustainability Implications:

7.2 There are no direct sustainability implications arising from this report.

Crime & Disorder Implications:

7.3 There are no direct sustainability implications arising from this report.

Risk and Opportunity Management Implications:

7.4 The council needs to have effective learning and development and performance management frameworks in place if it is to have an workforce which not only has the right skills but which can also be deployed flexibly in order to meet the future needs of the organisation as external factors change.

Public Health Implications:

7.5 None.

Corporate / Citywide Implications:

7.6 Effective learning and development and performance management frameworks are essential if the council is to develop and maintain a high-performing workforce that has the right skills profile to enable it to continue to deliver quality, value for money services during a climate of considerable change.
