

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**APPOINTMENTS & CONDITIONS OF SERVICE COMMITTEE**

**24 MAY 2022**

**Report of the Director of Organisation Development & Policy**

**Interim Performance Development Review (PDR) Framework 2022/23**

**1. Purpose**

- 1.1 To outline the performance management process for senior leaders in the form of a Performance Development Review (PDR) framework for roles at grade 14 and above.

**2. Information and Analysis**

- 2.1 Aligned to the Council's People Strategy and following a review of the current My Plan process, in May 2021 a trial of a revised approach for senior leaders was launched. This aimed to develop a high performance culture and ensure alignment with the newly defined leadership behaviours and associated competency framework for senior leaders.
- 2.2 The approach aimed to address some of the key feedback from stakeholders with regard to the current My Plan process, namely:
- My Plan has evolved to focus on process and a tick box exercise rather than quality of the conversations between managers and employees.
  - Feedback received suggested that "regular conversations and feedback are more effective at driving performance and motivation than a 'big' meeting once or twice a year".
  - Focus is needed on 'quality conversations', and developing managers who have the skills and confidence to have them."
  - There is a desire for recording and tracking My Plan meetings on a system, all in one place, accessible by employees and managers.

- 2.3 As commissioned and sponsored by the Head of Paid Service, the trial of the Performance Development Review (PDR) framework commenced in 2021/22 and will continue into 2022/23 for colleagues at Grade 14 and above (including Executive Directors). In addition, those colleagues at grade 13 or below who have elected to be part of the process following discussion with their line manager have been included. As this was an officer decision that did not require a change to policy, this was not reported to ACOS at this time. Following the appointment of the Managing Director who has line management responsibility for the Executive Directors, this framework would now also apply to the Executive Directors, some of whom are officers specified within Appendix 9 for which members are responsible for dismissal and appointments. Therefore, it is now appropriate for this matter to be brought to the attention of the ACOS Committee.
- 2.4 The PDR framework aims to enable everyone to understand how they contribute to the organisation's success and link their individual objectives to our Council and service plans. In response to the feedback in the current My Plan approach, it provides an annual cycle focusing on clear goals, discussing career aspirations, feedback and tailoring development plans to support individual learning. It encompasses regular check-ins on a monthly basis centred on two-way discussion and the PDR new digital app is an easily accessible on-line tool which captures the PDR information for the manager and their team.
- 2.5 The Council's current My Plan approach has continued and remains in place for the rest of the employees and consideration will be given to the wider approach to employee performance management during 2022/23.

### **3. Consultation**

- 3.1 As during 2021/22, feedback will be sought from employees and leaders throughout 2022/23 as the PDR framework is applied.
- 3.2 Feedback will be considered to determine the approach to be deployed during 2023/24, with engagement and consultation with joint trade unions as appropriate. Any resultant changes to policy will be reported to ACOS for consideration.

### **4. Alternative Options Considered**

- 4.1 The current trial could be ceased and the current My Plan approach could be reapplied to all employees. However My Plan focuses

predominantly on employee development as opposed to performance management and setting of clear and smart objectives. This process does not also align with the development of the leadership behaviours and the competency framework for senior leaders and it is important the organisation responds to the feedback received through the My Plan review.

## **5. Implications**

5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

## **6. Background Papers**

6.1 None.

## **7. Appendices**

7.1 Appendix 1 – Implications

7.2 Appendix 2 – Interim Performance Development Review (PDR) Framework 2022/23

## **8. Recommendation(s)**

That Committee:

a) Notes the interim PDR framework currently being trialled by all senior leaders at grade 14 and above and the intention to review the approach for 2023/24.

## **9. Reasons for Recommendation(s)**

9.1 Ensure a consistent PDR approach for all senior leaders, aligned to the Council's competency framework.

9.2 Enable a comprehensive approach to performance management focused on ensuring line of sight through clear objective setting, developing capability linked to career aspirations and development planning.

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## **Appendix 1**

### **Implications**

#### **Financial**

1.1 None

#### **Legal**

2.1 As outlined in the report.

#### **Human Resources**

3.1 As outlined within the report

#### **Information Technology**

4.1 A digital PDR form has been developed with support from ICT to improve the effectiveness of the current trial of the framework. Future system requirements will be considered aligned to the longer-term approach along with any associated funding requirements.

#### **Equalities Impact**

5.1 None

#### **Corporate objectives and priorities for change**

6.1 The framework enables objectives setting to align to the council and service plans across the organisation and support the overall Council ambition.

#### **Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

7.1 None