

Staffing Committee

Dorset County Council



Date of Meeting	28 January 2019
Officer	Service Director for Organisational Development
Subject of Report	Mid Year Performance and Development Review (PDR) Completion 2017/2018
Executive Summary	<p>PDRs are the building blocks of effective performance management within DCC. The PDR discussion enables managers and employees to set work targets and development goals and review wellbeing.</p> <p>In 2014 mid year PDR completions stood at 65% level; as of November 2018 PDR completions have risen to 90%. It is not feasible to achieve a 100% completion rate as employees leave and join during the year and some are absent during the time of the PDR discussion.</p> <p>Effective performance management is vital at any time but is paramount during a time of transition to new unitary authorities. Currently, managers are combining their existing workload with transitional activity and therefore this prioritisation of performance management is creditable.</p>
Impact Assessment:	Equalities Impact Assessment: Not applicable.
	Use of Evidence: The report makes use of reporting statistics in DES setting out the number of PDRs recorded as completed.
	Budget: There are no cost implications.

	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p>
	Other Implications: None
Recommendation	<p>It is recommended that the Staffing Committee:</p> <ul style="list-style-type: none"> (i) Consider the completion rate statistics for the mid-year 2018/19 PDR cycle (ii) Note the relatively low completion rates in stated in the "Areas of Focus" section 5.2 of this report.
Reason for Recommendation	To ensure that Staffing Committee is kept apprised of PDR completion rates across the Council and the steps in place to improve performance.
Appendices	Extract from DES – 2018 mid year PDR completion data as at 1 December 2018
Background Papers	None
Report Originator and Contact	<p>Name: Paul Loach, HR Business Partner Economy and Environment & Dorset Waste Partnership Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk</p>

1. Introduction

- 1.1 Every DCC employee has two Personal Development Review (PDR) discussions each year, an end of year and mid-year review. At each PDR meeting work targets are reviewed and future targets agreed; in addition discussions take place about personal development and wellbeing.
- 1.2 The end of year PDR discussion takes place between February and April; the mid-year PDR window is August to October. The purpose of this report is to provide PDR completion rates for the 2018/18 mid-year PDR cycle, i.e. between 1 August 2018 and 31 October 2018.

2. Approach

- 2.1 This report has been designed to focus on areas which have shown significant improvement in their PDR performance as well as those areas with lower PDR completion rates.
- 2.2 Where improvements have been made, the reasons for the improvement are understood and then shared with other areas. By recognising and reporting improvements, we have seen a positive motivating effect to drive further improvements.
- 2.3 It is equally important to identify those teams with lower PDR completion rates to drive up completion rates. In the past, considerable time and effort has been spent in understanding the reason for poor completion. In this report, commentary has not been sought from the directorates as to the reason for poor completion rates. Instead consideration will be given to a pattern of data over the months, to discover which areas repeatedly achieve poor or excellent results.
- 2.4 There can be many genuine reasons for poor completion rates, which include restructures, sickness or a manager role being vacant. It is important therefore not to react to one poor set of PDR results. Over time, however, we would not expect the same teams to report low PDR completion rates as these circumstantial factors even themselves out.

3. Comparison of PDR Completion rates April 2014 – October 2018

Table 1: Historical PDR completion rates

Directorate	Mid Year	Full Year	Mid Year	Full Year	Mid Year	Full Year	Mid Year	Full Year	Mid year
	Oct-14	Apr-15	Oct-15	Apr-16	Oct-16	Apr-17	Oct-17	Apr-18	Oct-18
	%	%	%	%	%	%	%	%	%
DCC	65	78	92	76	72	86	83	88	90
Chief Execs	75	88	95	88	71	80			
Finance and Procurement							78	93	87
Organisational Development							76	90	80
Adults and Community	75	88	91	75	73	82	82	85	86
Childrens Services	50	69	80	57	58	81	73	80	93
Economy & Environment	65	70	92	92	90	94	93	93	95
Dorset Waste Partnership	30	13	90	79	95	93	94	97	94
Public Health	100	43	97	92	41	93	88	63	35

- 3.1 2018 has seen the highest overall PDR completion rates for DCC, with 88% completion (full year) and 90% mid-year respectively. In 2014, mid year PDR completions were at 65% level and now stand at 90%.
- 3.2 Since October 2015, Environment and Economy has consistently achieved PDR completion rates of 90% and over. In October 2018 Childrens Services achieved a 93% completion rate, up from 57% in 2016.
- 3.3 Only 35% of Public Health employees have received a mid-year PDR according to their DES record. The Assistant Director of Public Health has written to HR to advise that all PDRs have been completed, but unfortunately this data was not recorded in DES at the time the report was written.

4. Previous areas of PDR focus - an update

Table 2: Review progress of the teams with low PDR scores last year

Directorate	Service / Team	PDR Completion April 2018	PDR Completion October 2018
Children's	Outdoor Education	34%	98%
	County Psychological Services	63%	100%
	Help and Protection	70%	94%
Adults	Programme Management Office	71%	86%
	Learning Disability / Mental Health	70%	81%
EE	ICT Superfast Broadband	70%	84%
Organisational Development	Legal Services	74%	45%

- 4.1 The previous PDR staffing committee report identified areas where improvement was needed (see table 2). In the last six months, progress has been made in all but one area. Legal Services PDR completions will continue to be monitored for the next round of PDRs.

5. Areas for focus for the six months ahead

- 5.1 These areas of focus are chosen for their low PDR completion rates are reported in the table below. Teams with low staff numbers have been excluded from focus due to the disproportionate effect of one or two absences. Members are asked to note that there may be a variety of reasons for low completion including:
- Employees leaving before their PDR review
 - Employees on sick / maternity / paternity leave at PDR time
 - The manager has recently been appointed to the team, or the managers role is vacant
 - Restructures

- Late completion of PDRs
- Equally, there may be no reasons other than a requirement to refocus and prioritise PDRs

5.2 Table 3: Lower PDR completion rates in October 2018

Directorate	Service / Team	PDR Completion October 2018
Organisational Development	Legal Services	45%
Finance & Procurement	Financial Support	62%
Environment and Economy	Greenspace Management Team	64%
Childrens	CWAD	64%

* Teams of ten people or over, under 65% PDR completion

5.3 Each of the services highlighted in table 3 will be asked to put in place measures to improve PDR completions for the future. These measures may include earlier monitoring and prioritisation of PDR discussions. Progress on future PDR completions for these teams will be reported for a future staffing committee meeting.

6. Conclusion

6.1 The Council has made substantial progress on PDR completions over the last four years. In 2014 only 65% of employees received a PDR completion; this has risen to 90% in 2018. This stated, there remains a small number of areas which need to take remedial action.

6.2 In December 2017, DCC conducted an employee survey of the quality of the PDR discussion which was reported at Staffing Committee 29 January 2018. 74% of respondents stated the quality of the PDR discussion with their manager as “good” or “excellent.” It is not practicable to repeat the survey at this time, as managers are focussed on a range of activities in readiness for the transfer to the new unitary authorities. Next year HR will discuss the resumption of the quality of PDR survey with the new unitary councils.

Grace Evans
Service Director for Organisational Development

January 2018

Mid Year PDR Completion 2018

Appendix

Reporting date: 1.12.2018

Directorate	PDRs Completed	PDRs Completed %
Dorset County Council	3514	88%
Shaping Dorset Councils	1	11%
Shaping Dorset Councils PMO	1	14%
Public Health	21	32%
Healthcare Public Health & Bournemouth	20	31%
Clinical Treatment 1	6	35%
Early Intervention Team 1	2	50%
Early Intervention Team 3	3	30%
Health Intelligence	4	50%
Health Promotion 1	7	28%
Health Promotion 1a	5	100%
Livewell	1	6%
Health Promotion 2	3	50%
Health Promotion 2a	3	60%
Organisational Development	132	79%
Democratic Services	12	92%
Civic & Lieutenancy	5	100%
Governance & Assurance Services	5	83%
Complaints	5	100%
HR Operations	67	92%
Health & Safety	10	100%
Employee Wellbeing Admin	4	100%
HR Support - DCC	23	88%
DCC - Team 1	6	86%
DCC - Team 2	6	75%
DCC - Team 3	10	100%
HR Support - External Customers	19	95%
External Customers - Team 1	6	100%
External Customers - Team 2	6	100%
External Customers - Team 3	6	86%
Technical Development & Support	10	100%
HR Specialist Services	29	88%
Advisory Service	18	100%
Advisory Service 1	6	100%
OD, Engagement & Strategy	5	100%
L & OD (Core)	6	75%
Legal Services	18	45%
Adults' - Litigation	3	38%
Children's - Litigation	2	15%
Contract & Information	8	80%

Modern Record Management	6	100%
Property & Regulatory	5	83%
Adult & Community Services	735	83%
Adult Care	379	84%
Business Support	23	79%
Personal Assistant to Director	8	100%
Site Administration	11	100%
Strategic & Shared Services Admin	2	25%
Locality Services	270	86%
Christchurch	42	84%
Dorchester & West	44	88%
East	47	87%
North	29	88%
North & Flexible Locality Services	29	91%
Purbeck	36	86%
Weymouth & Portland	43	81%
OT TEC Team	1	25%
Programme Management Office	6	86%
Programme Management 2	4	100%
Safeguarding Development	7	70%
L & OD (Adult's) 1	5	63%
Specialist Services	71	84%
Hospitals East	18	69%
Hospitals West	19	100%
MCA/DoLs	18	82%
Safeguarding	13	100%
Commissioning, Partnership & Quality	314	82%
Dorset History Centre	12	75%
Dorset History Centre Access	9	69%
Library Management Team	185	89%
Customer Services	46	81%
Customer Services - Central & West Group	47	96%
Customer Services - East Group	61	92%
Dorset Library Service & Early Help	29	83%
Market R'ships, Major Contracts, over 65's	29	73%
Brokerage, Quality/Markets & Category	21	88%
Inclusion, BtRA & Personalisation	8	73%
Registration Service	63	72%
Contact Centre & Deputies	1	10%
Registration Service 1	59	81%
Trading Standards	21	91%
Operational Enforcement Team	3	60%
Operational Enforcement Team	5	100%
Rural Team	6	100%
Special Projects Team	6	100%
Learning Disability/Mental Health	42	81%
Learning Disability	6	75%
Transitions	5	83%

Mental Health	12	100%
Extended AMHP Hub	10	100%
Mental Health - East	8	100%
CMHT - S&E Dorset 1	8	100%
Mental Health 1	11	79%
10a Grosvenor Road	8	80%
Mental Health 1c	3	75%
North Dorset CMHT	5	56%
Mental Health 2 a	5	56%
Finance & Procurement	177	87%
Estate & Assets	28	82%
Estate & Assets	1	14%
Operational Estate Management	19	100%
Facilities Management	12	100%
Strategic Estate Management	7	100%
Financial Services	106	86%
Accountancy - Adult & Community	25	68%
Adult Care	5	100%
Financial Support	18	62%
Accountancy - Childrens Services	10	100%
Prevention & Partnerships	4	100%
Accountancy - Enviro Econ Chief Execs DWP	10	83%
Chief Executives Team	4	80%
Capital & Operations	8	80%
Insurance	4	80%
Commercial & Income Management	10	100%
Accounts Receivable	5	100%
Commissioning & Procurement	36	97%
Procurement – Adult & Community Services	4	100%
Procurement - Policy & Operations	6	100%
S2P Hub	24	96%
Pensions Benefits	35	90%
DCC Employer Team	4	100%
ER & Comms	5	100%
Pensions Systems	5	100%
Pensions Technical Team 1	10	91%
Pensions Technical Team 2	10	83%
Treasury and Investments	4	100%
Dorset Waste Partnership	400	90%
DWP Finance and Commercial	12	92%
DWP Commercial Services	11	92%
DWP Commercial Services Sub Team	8	89%
DWP Operations	349	90%
DWP Operations (West)	92	96%
DWP Operations (Bridec)	36	100%
DWP Operations (Poundbury)	55	93%
DWP Operations (Christchurch & East)	80	90%
DWP Operations (Christchurch)	29	100%

DWP Operations (Ferndown)	50	85%
DWP Operations (North & Purbeck)	95	96%
DWP Operations (Shaftesbury)	53	96%
DWP Operations (Wareham)	41	95%
DWP Operations (W&P & Fleet)	81	96%
DWP Operations (Crookhill)	64	96%
DWP Operations(Fleet)	16	100%
Vehicle Maintenance	0	0%
Vehicle Maintenance	0	0%
DWP Strategy	37	86%
DWP Business Support	16	84%
DWP Business Support 2	11	79%
DWP Commissioning	6	100%
DWP Contracts	4	100%
DWP Service Development	14	82%
DWP Enforcement Team	3	60%
DWP Recycling	7	88%
Children's Services	964	92%
Care and Protection	400	92%
BST C&P Business Support	60	94%
BST Care & Support	22	96%
BST Help & Protection	17	94%
BST Safeguarding & Standards	19	90%
Help and Protection	84	94%
East District 1	24	96%
East District 2	23	100%
West District 1	22	88%
West District 2	14	93%
Multi-Agency Safeguarding Hub (MASH)	34	85%
MASH OOHS & Family Focus	16	73%
MASH/OOHS 1	5	100%
MASH/OOHS 2	5	100%
MASH/OOHS 3	7	100%
Resources	136	99%
Permanency	135	99%
RSW Programme	84	81%
Care & Support (0-12)	24	89%
Care & Support (13-25)	30	97%
CWAD	21	64%
RSW Social Work Team	4	67%
Young Carers Service	4	80%
Children's Safeguarding Standards	38	84%
Children's Designated Safeguarding	14	74%
Development	7	64%
Children's Safeguarding Unit	9	90%
Family Assessment Specialist Team (FAST)	14	93%
FAST Family Worker Team 2	3	75%
Commissioning & Partnerships	255	94%

Business Intelligence	23	92%
Contracts and Placements Team	10	100%
Troubled Families	11	92%
Change Management & Planning	32	97%
BST CS Central Business Support Hub	12	100%
L & OD (Children's)	7	100%
Partnership & Workforce	10	91%
Family Partnership Zone 1	77	95%
East FPZ	12	100%
North Dorset FPZ	50	94%
Purbeck FPZ	14	93%
Family Partnership Zone 2	40	95%
Chesil FPZ	20	91%
West Dorset FPZ	19	100%
Family Partnership Zone 3	33	87%
Christchurch FPZ	23	96%
Dorchester FPZ	9	69%
Outdoor Education	46	98%
Outdoor Education A.T.C	4	100%
Outdoor Education Carey	4	100%
Outdoor Education Leeson	20	95%
Outdoor Education W.O.E.C	16	100%
Schools & Learning Service	269	91%
BST P&P Business Support	69	100%
BST Admin Support Schools	5	100%
BST Family Partnership Zone	10	100%
BST Inclusion	30	100%
BST Learning	14	100%
BST Traded Services	7	100%
Educational Services	63	69%
Dorset Music Service	32	100%
Early Years & Childcare	16	100%
Educational Services, Courses & Events	5	36%
Schools Business & Governor Services	8	100%
Virtual School, Alt Provision & Exclusion	1	5%
SEN/D	104	100%
County Psychological Services	24	100%
SEN	20	100%
Specialist Teaching Services	57	100%
Sufficiency and School Organisation	32	100%
Commissioning & Premises	4	100%
SEN/CWAD	6	100%
Sufficiency & Funding	7	100%
Sufficiency School Places	13	100%
Environment & Economy	1082	92%
Corporate Development	53	88%
CEO Policy	3	75%
Communication and Engagement	17	94%

Communications & Engagement (EE/CE)	4	100%
Intelligence, Insight and Performance	31	94%
Business Intelligence and Performance	9	90%
Governance, Risk & Special Projects	4	80%
Policy & Research	12	100%
Reporting and Analysis	4	100%
Environment, Infrastructure & Economy	802	92%
Buildings & Construction	52	100%
Capital Project Delivery	27	100%
Engineering	12	100%
Repairs & Maintenance Delivery	12	100%
Coast & Countryside	118	79%
Arboricultural Team	11	92%
Area of Natural Beauty	9	90%
Community Energy Team	5	100%
Environment Advice Team	22	81%
Greenspace Management Team	39	64%
Landscape Services	29	94%
Dorset Travel Team	262	91%
Dorset Travel Operations	15	79%
Fleet Operations	247	92%
Economy, Planning & Transport	51	98%
County Planning, Minerals & Waste	18	100%
Economy & Enterprise	9	100%
Parking Services	23	96%
Highways Service Support	17	100%
Business Support for Highways	8	100%
Highways Embedded Support Team	7	100%
Infrastructure Service	25	100%
Building & Construction Support - Team 1	6	100%
Building & Construction Support - Team 2	5	100%
Embedded Support Team	4	100%
Environment & Service Support	4	100%
Infrastructure Service	114	97%
Bridges & Structures	11	100%
Development	12	100%
Flood Risk Management	6	100%
Highway Improvements	25	100%
Transport Planning	48	92%
Transportation Modelling	8	100%
Network Operations	160	96%
Asset & Performance	10	91%
Community Highways	25	96%
Construction Delivery	91	96%
Sign Shop	16	100%
Traffic	16	94%
ICT and Customer Services	226	95%
DCR Project Team	8	89%

Digital & Customers	91	95%
Customer Services – Dorset Direct	72	97%
Digital Team	15	83%
ICT Operations	110	98%
Business Innovation and Systems	18	95%
ICT Enterprise Systems Team	26	100%
ICT Line Business Application Support 1	6	100%
ICT Line Business Application Support 2	10	100%
ICT Service Improvement	4	100%
ICT User Support	24	96%
Infrastructure Team	21	100%
ICT Portfolio, Project & Programme Team	16	84%