

This Report will be made public on 28 August 2019



Report Number **P/19/06**

To: Personnel Committee
Date: 5th September 2019
Status: Non-executive Decision
Chief Officer: Dr Susan Priest, Head of Paid Service

SUBJECT: PERFORMANCE FRAMEWORK FOR THE CORPORATE LEADERSHIP TEAM

SUMMARY: This report presents a suggested performance framework for the members of the Corporate Leadership Team (CLT).

REASONS FOR RECOMMENDATIONS:

Personnel Committee is asked to consider the proposed performance framework with a view to formally adopting the framework.

RECOMMENDATIONS:

1. To receive and note Report P/19/06.
2. To approve the introduction of the performance framework for members of the Corporate Leadership Team from April 2020.

1. INTRODUCTION

- 1.1 The Council has a process of performance appraisal in place for all staff and the following framework has been prepared to ensure a robust approach is taken for officers that are part of the Corporate Leadership Team (CLT). Members of Personnel Committee are asked to approve the framework.
- 1.2 At the last Personnel Committee meeting In June 2019, Report P/09/04 stated that a report would be brought to the next Personnel Committee meeting with proposals for the robust performance management of senior management roles. This report contains the process for the Head of Paid Service and members of the Corporate Leadership Team.

It is the intention of the Head of Paid Service, in conjunction with the Chief HR Officer, to also now review the performance management framework of the Senior Leadership Team, encompassing both Assistant Directors and Chief Officers, from April 2020.

2. BACKGROUND

- 2.1 There is agreement at national level that councils should establish performance frameworks for their chief executives/senior teams. This is also considered to be good practice in public and private sector organisations. The appendices to this report provide general advice on appraisal matters (appendix A) and the proposed frameworks for both the Head of Paid Service (appendix B) and for CLT (appendix C).
- 2.2 Other Local Authorities appraisal processes were reviewed as part of the research undertaken to ensure that the proposals here are current good practice used elsewhere. As an example, Midlothian Council, Eden District Council, Maidstone Borough Council and West Berkshire Council all have very similar processes to the one outlined below. Ashford Borough Council run a more informal version of the suggested process involving the Leader of the Council and Group Leaders meeting with the Chief Executive to discuss the previous year and agree objectives for the forthcoming year.
- 2.3 The purpose of a performance framework includes, but is not limited to:
- Provide support and to ensure that the Head of Paid Service and members of CLT continuously improve their performance to achieve their full potential;
 - Identify and recognise achievements along with areas for further development; and to
 - Demonstrate the shared responsibility of both the Head of Paid Service and the Leader of the Council in setting relevant objectives and performance standards.

3. PROPOSED PERFORMANCE FRAMEWORK

- 3.1 The proposed performance framework has been broken down and is contained in the appendices as follows:
- Appendix B – proposed performance framework for the Head of Paid Service

- Appendix C – proposed performance framework for other members of the Corporate Leadership Team (CLT).
- 3.2 Throughout the proposed frameworks there is reference to an external facilitator. It is recommended that South East Employers provide the external facilitator and initial discussions have taken place with Jennifer McNeill, Regional Director, as to the costs involved in using SEEmp.

4. LEGAL / FINANCIAL AND OTHER CONTROLS / POLICY MATTERS

4.1 Legal Officer's Comments (AK)

There are no legal implications arising directly out of this report.

4.2 Finance Officer's Comments (LW)

The use of an external facilitator will be at cost to the council therefore there will need to be £2,000 budget provision identified. It is likely that this will be met from the corporate training budget.

4.3 Diversities and Equalities Implications (ASm)

There are no specific Diversities and Equalities Implications arising from this report.

5. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Andrina Smith, Chief HR Officer
Tel: 01303 853405
Email: Andrina.smith@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendices

Appendix A – Joint Guidance on Appraisal of the Chief Executive
Appendix B – proposed performance framework for the Head of Paid Service
Appendix C – proposed performance framework for other members of the Corporate Leadership Team (CLT)