

CHESHIRE EAST COUNCIL

Staffing Committee

Date of Meeting:	24 April 2014
Report of:	Chief Executive
Subject/Title:	Corporate Leadership Board – Performance Management

1.0 Report Summary

- 1.1 On the 10th April, at a meeting of full Council, Members agreed to delegate responsibility for the establishment of a Corporate Leadership Board (CLB) appraisal board to the Council's Staffing Committee.
- 1.2 This report sets out a number of considerations and recommendations for Staffing Committee to consider in light of this.

2.0 Recommendation for Staffing Committee:

- 2.1 Staffing Committee is asked to consider the content of this report and make recommendations for moving forward with the development of an appraisal board.

3.0 Reasons for Recommendations

- 3.1 Staffing Committee Members, through the delegation, will be required to take a lead role in developing and implementing a challenging and robust approach to managing and assessing the performance of the Council's senior leadership team, which can then be used to underpin the approach to and payment of performance related pay.

4.0 Wards Affected

- 4.1 Not applicable.

5.0 Local Ward Members

- 5.1 Not applicable.

6.0 Policy Implications

- 6.1 Any decisions relating to the pay and remuneration of Chief Officers must comply with the Pay Policy Statement for 2014/15, which was agreed at Council in February.

7.0 Financial Implications (Authorised by the Chief Operating Officer).

- 7.1 There are no direct financial implications associated with this report; Senior Management Pay and Reward has been budgeted for as part of the budget setting process.

8.0 Legal Implications (Authorised by the Head of Legal Services & Monitoring Officer)

- 8.1 Any decisions relating to the pay and remuneration of Chief Officers must comply with the Pay Policy Statement for 2014/15, which was agreed at Council in February.

9.0 Risk Management

- 9.1 Staffing Committee are required to implement a fair and equitable process for managing the performance of the Council's Senior Leadership Team in order to mitigate the risk of challenge relating to senior management pay and reward in the future.

10.0 Recommended CLB Appraisal Board Members

- 10.1 in order to have a cross party representation, the following Members are recommended for consideration on the board:

The Deputy Leader	(Cllr D. Brown)
Leader of Labour Group	(Cllr D. Newton)
Leader of the Independent Group	(Cllr B. Murphy)
Chairman of the Staffing Committee	(Cllr R. M. Domleo)
Cllr David Marren	

It is proposed that the Chairman of Staffing Committee is also the Chairman of the appraisal board.

- 10.3 For clarity, as stated in the Pay Policy Statement, CLB comprises the following officers:

Chief Executive – Mike Suarez
Director of Strategic Commissioning – Lorraine Butcher
Chief Operating Officer (151 Officer) – Peter Bates
Director of Public Health – Heather Grimbaldeston
Director of Adult Social Care and Independent Living – Brenda Smith
Director of Children's Services – Tony Crane
Head of Legal Services and Monitoring Officer - Anita Bradley
Director of Economic Growth and Prosperity – Caroline Simpson
Head of People and Organisational Development– Julie Davies

10.4 Suggested Process

- 10.5 Given the time required to establish an Appraisal Board and where we are in the performance year, it is recommended that the Appraisal Board will work on the 2014/5 council year and will leave appraisals for the year 2013/14 to the existing system and manager / grandparent manager reporting arrangements.
- 10.8 It is recommended that, with the exception of the Chief Executive who reports to the Leader of the Council, CLB appraisals should continue to mirror the existing PDR system with the involvement of a “parent manager” i.e. the immediate line manager of the CLB member, but not the final sign off by the “grandparent” manager i.e. the line manager of the ‘parent’ manager, as would normally happen. Typically, the appraisee would prepare a self-assessment as the starting point of the process, which will then lead to the production of a Development Plan and Performance Objectives. The “parent” manager will consult with colleagues as required and then carry out the appraisal. It is recommended that the Appraisal Board, or a three person “sub panel” if that approach is agreed, would then take the place of the “grandfather” manager.
- 10.9 It is recommended that the Chief Executive’s appraisal would be carried out entirely by the appraisal board, with input from the Leader.
- 10.10 As with all other staff eligible for Performance Related Pay, it is recommended that the appraisal board would continue to use the Council’s existing performance ratings for mid-year and end of year reviews. The end of year ratings could then be used to determine any performance related pay awards. The amount of performance related pay awarded for each performance rating is detailed below:
- A. Has demonstrated evidence of excelling against most of the objectives and behaviours:
100% of Performance Related Pay awarded
 - B. Has demonstrated evidence of achieving and exceeding on some of the objectives and behaviours.
50% of Performance Related Pay awarded
 - C. Has demonstrated evidence of broadly meeting and achieving the objectives and expected behaviours.
No performance related pay. Set stretch objectives for the following year.
 - D. Has demonstrated evidence of broadly meeting the expected behaviours and some of the objectives.
No performance related pay. Set stretch objectives for the following year.

- E. Has failed to demonstrate the expected behaviours and fallen short of the basic requirements for an employee

No performance related pay – capability proceedings may follow. A strong development plan and key milestones set for improvements to be evidenced.

10.11 Suggested timescales for the appraisals of CLB members is as follows:

Objectives agreed – no later than **April** for all CLB members

Half year review - no later than **October**

End year formal assessment – **March**

11.0 Recommendations

11.1 Staffing Committee are requested to:

11.2 Consider the report and agree, in principle, to the implementation of a CLB appraisal board.

11.3 Consider the suggested membership of an appraisal board and recommended approach for 2014/15.

11.4 Determine the next steps for taking this forward following the Council meeting on the 10th April.

12.0 Access to Information

12.1 The background papers relating to this report can be inspected by contacting the report writer:

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