

Delegated Decision

18 September 2024

Chief Executive's PDR



Report of Corporate Management Team

Report of Paul Darby, Corporate Director of Resources

Electoral division(s) affected:

None

Purpose of the Report

- 1 To embed the LGA/Solace Local Government Chief Executive's Development framework into the Performance and Development Review (PDR) process for the Chief Executive, Corporate Management Team and Head of Corporate Affairs.

Executive summary

- 2 The Best Value Standards recognise the requirement for PDRs and performance management to be an integral part of a well-functioning organisation, and having undertaken an assessment against these standards alongside the peer review initial assessment, the current practices for PDRs, performance management and learning and development have demonstrated good practice is in place and addresses the question of why DCC has a PDR process in place and the benefits of integrating this with the learning management system.
- 3 The Corporate Peer Challenge self-assessment criteria for organisational leadership has also identified aligning performance management arrangements for the Chief Executive and his direct reports (Corporate Management Team and Head of Corporate Affairs) to the Local Government and Solace Chief Executive's Development Framework.

Recommendation(s)

- 4 It is recommended that:
 - (a) the proposals to align the performance management arrangements for the Chief Executive, Corporate Management Team and Head of Corporate Affairs to the Local Government and Solace Chief Executive's Development Framework are agreed, and;

- (b) the Leader of the Council undertakes the PDR for the Chief Executive.

Background

- 5 Performance management arrangements are in place across the council and a range of mechanisms are used for this purpose including PDRs, 1-2-1s/supervisions, team meetings, induction/probationary periods, learning and development programmes, supportive management practices, coaching, mentoring and informal/formal procedures to support employees to improve their performance.
- 6 A PDR process has been in place as part of this approach since 2018 using the DLDS, performance management module, which enables a digitised PDR process, providing a central source for recording of PDR discussions, objectives and learning and development plans. Holding this information in the learning management system enables reporting of training needs analysis, the ability to set corporate, service and team objectives and supports wider integration and consolidation with the council's learning and development infrastructure.
- 7 The council's PDR process provides an opportunity for employees to receive valuable feedback on their performance and development and also to set future objectives linked to council and service priorities, create development plans, discuss career aspirations and provides an opportunity to discuss any support required i.e. reasonable adjustments and employee wellbeing.

Chief Executive's PDR

- 8 The process for the Chief Executive's PDR has recently being reviewed in line with the [Local Government Chief Executives' Development Framework: the foundations | Local Government Association](#) which has been developed by the Local Government Association and Solace through extensive engagement with current chief executives and other key stakeholders, including councillors. This engagement with the sector has helped build a detailed picture of the complex set of accountabilities that local government chief executives hold and has resulted in the creation of this framework, which sets out the core foundations that underpin the role. A copy of the proposed PDR template is attached as Appendix 2.
- 9 The Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities, the national body for the pay and conditions of service of Chief Executives outlines that the responsibility for appraising the Chief Executive lies with senior elected members. It is a contractual obligation on the part of both the Chief Executive and the employing council to engage in a regular process of appraisal which is determined locally on

whether the appraisal should be carried out by a small committee representing all political groups or by a senior representative or representatives of the controlling group.

- 10 The Director of Legal and Democratic Services has considered the governance around Durham's approach for the Chief Executive's PDR based on the above guidance, whereby the Leader of the Council will be conducting the Chief Executive's PDR.
- 11 The Peer Challenge Self-Assessment criteria for organisational leadership includes the following:
 - Are the senior leadership (in particular chief executive and leader) aware of and using the LGA/Solace Leadership Standards for Excellence for local authority chief executives to self-assess their performance in role?
 - Is the senior leadership using the Leadership Standards for Excellence as a framework to discuss performance and set developmental objectives for the chief executive and their direct reports?
- 12 To meet the above criteria, as well as the standards/framework and associated key accountabilities being incorporated into the Chief Executive's PDR, it is also proposed that these are included in PDRs for Corporate Management Team and the Head of Corporate Affairs through the following 7 objectives:
 - (a) Corporate Management Team/Head of Corporate Affairs role - the structure of knowledge, experience and judgement across the core Corporate Management Team/Head of Corporate Affairs role;
 - (b) politics and the political interface - the structure of knowledge, experience and judgement across politics and the political interface;
 - (c) good governance - the structure of knowledge, experience and judgement across good governance principles and practices;
 - (d) managerial leadership - the structure of knowledge, experience and judgement across managerial leadership practices;
 - (e) resource management - the structure of knowledge, experience and judgement across resource management practices;
 - (f) public ethics - the structure of knowledge, experience and judgement across the practice of public ethics;

- (g) continuous improvement - the structure of knowledge, experience and judgement across the practice of continuous improvement.

13 These objectives can be incorporated into Corporate Management Teams' PDRs via the DLDs.

Next Steps

14 The following actions will be progressed to strengthen and embed performance management arrangements for the workforce:

- Launch Leaders PDRs from 1 October 2024;
- Incorporate agreed corporate objectives into the PDR process;
- Align the PDR process for the Chief Executive, Corporate Management Team and Head of Corporate Affairs to the LGA/Solace Leadership Standards for Excellence for local authority chief executives.

Other useful documents

- None

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Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

In-line with council policies.

Equality and Diversity / Public Sector Equality Duty

Reasonable adjustments and support are available for all employees to engage in the PDR process.

Climate Change

The digitisation of the PDR process supports the council's climate change agenda.

Human Rights

None

Crime and Disorder

None

Staffing

The PDR scheme will be managed within existing staffing resources.

Accommodation

None

Risk

Strengthened performance management arrangements for the workforce will reduce risk and help support the delivery of council and service priorities.

Procurement

A procurement exercise is nearing completion for the Durham Learning and Development System.

Appendix 2: Chief Executive Officer Performance Development Review Proposed Template

Key Accountabilities	Circle the applicable performance factor for each core theme (1-7)				
	Meets minimal expectations 1	Meets some expectations 2	Meets expectations 3	Exceeds expectations 4	Not Applicable NA
1. The Core Chief Executive Role - The structure of knowledge, experience and judgement across the core chief executive role					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Coordination: design, delivery, coordination and integration of council functions					
b) Management: management arrangements including accountability of functions and staff					
c) Staffing: the numbers, grades, roles, appointment and discipline of staff					
d) Advising the council: ensuring best advice is available to the council at all tiers					
e) Elections: acting independently as electoral risk manager (ERM) and returning officer for local and national elections					
f) Emergencies: preparing and leading response and recovery from civil emergencies					

Key Accountabilities	Circle the applicable performance factor for each core theme (1-7)				
	Meets minimal expectations 1	Meets some expectations 2	Meets expectations 3	Exceeds expectations 4	Not Applicable NA
2. Politics and the Political Interface - the structure of knowledge, experience and judgement across politics and the political interface					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Impartiality while ensuring that the council's agenda is progressed					
b) Guiding others to work effectively in a democratically accountable organisation					
c) Political parties: individuals, coalitions, factions, consensus and dissent					
d) Tiers of government: national, regional, combined authorities, local, parish					
e) Interface and overlaps: of officers with councillors, codes, protocols, respect					
3. Good Governance - the structure of knowledge, experience and judgement across good governance principles and practices					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Unified powers: distributed decision-making in one corporate entity					
b) Reasoned and reasonable: basis of all decisions; sound ideas and good evidence					
c) Open: meetings held in public, transparency and disclosure, whistleblowing					
d) Advice: objective, impartial and open to formal scrutiny and public question					
e) Independent: use of independent people to assure proper and due process					

Key Accountabilities	Circle the applicable performance factor for each core theme (1-7)				
	Meets minimal expectations 1	Meets some expectations 2	Meets expectations 3	Exceeds expectations 4	Not Applicable NA
f) Citizenship: practice of governance links to everyday dialogue with residents					
4. Managerial Leadership - the structure of knowledge, experience and judgement across managerial leadership practices					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Leadership: accountable for overall service delivery and managerial effectiveness to achieve the council's vision and ambitions					
b) Direction: clarity of direction, and continuous improvement of functions					
c) Culture: building an open, inclusive, learning and public service focus					
d) Risk, control and safeguarding: effective internal control systems and (where appropriate) oversight of children's and adults' safeguarding					
e) Teamwork: effective working in teams, across the organisation and its partners					
f) Collaboration: co-design and delivery with service users, communities and partners					
5. Resource Management - the structure of knowledge, experience and judgement across resource management practices					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Budgeting: prioritisation, resource allocation, revenues and controlled spending					
b) Savings: producing and delivering agreed savings to time and target					

Key Accountabilities	Circle the applicable performance factor for each core theme (1-7)				
	Meets minimal expectations 1	Meets some expectations 2	Meets expectations 3	Exceeds expectations 4	Not Applicable NA
c) Investment: in infrastructure through borrowing / capital receipts, and so on					
d) Asset management: well-maintained assets (including information and data), managed corporately					
e) Financial risk: exposure to risk through mismatch of debts and obligations					
f) Prudence: investing and spending for long-term value as well as near-term cost / benefit					
6. Public Ethics – the structure of knowledge, experience and judgement across the practice of public ethics					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Ethical principles: rights and liberty of individuals, community and the public good					
b) Ethical cultures: cultural variety and dynamism about values					
c) Fairness: equal treatment, equal opportunity, relational equality, equity					
d) Services: ethics in service design, delivery, resource allocation and staffing					
e) Practices: planning, environment, housing and transport versus people-focused services					
f) Violations: investigation and sanctions for ethical breaches and integrity violations					

Key Accountabilities	Circle the applicable performance factor for each core theme (1-7)				
	Meets minimal expectations 1	Meets some expectations 2	Meets expectations 3	Exceeds expectations 4	Not Applicable NA
7. Continuous Improvement - the structure of knowledge, experience and judgement across the practice of continuous improvement					
Description of Accountabilities	Appraisee Comments			Appraiser Comments	
a) Learning and curiosity: collaborative, continuous and curious style of learning					
b) Innovation: creative experimentation, trial and error, transform where feasible					
c) Service re-design: customer-centred service design					
d) Digital and artificial intelligence (AI): technology-powered, new media enabled, but human-led					
e) Performance: reported metrics of relative cost-effectiveness to comparators					
f) Impact and results: making a positive difference through impact and results					

Summary Evaluation and Comments

Description	Appraisee Comments	Appraiser Comments
Identify any achievements or contributions not already addressed above. Describe any areas in which you believe the CEO's performance should be improved		
Identify specific development goals for the coming year		
Record any additional comments about the CEO's performance, if applicable		

Approvals

Signed: Chief Executive Officer	Date:
Signed: Leader of the Council	Date: