

**FOR PUBLICATION**

**APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE**

**24 MAY 2022**

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

**Managing Director Performance Appraisal**

**1. Purpose**

- 1.1 To seek approval for the Managing Director Performance Appraisal Process and to also note that the performance appraisal of the Council's four Executive Directors will now be undertaken by the Managing Director with effect from 1 June 2022.

**2. Information and Analysis**

- 2.1 It is a contractual obligation on both the most senior officer in the Council and Derbyshire County Council to engage in a regular process of performance appraisal. The responsibility for appraising the most senior officer at Derbyshire County Council lies with the Leader of the Council and, where deemed appropriate, facilitated by independent external advice. The ACOS Committee's role is to ensure that the Leader of the Council is undertaking effective performance monitoring of that officer. The detailed content of appraisal interviews is treated as confidential to the participants, but it is considered helpful for the objectives set for the Managing Director, not performance against them, are shared with the Executive Directors during their performance appraisal.

In June 2019, the ACOS committee was presented with an Executive Director appraisal process which set out how the Leader of the Council would undertake the performance appraisal of the four Executive Directors employed in the collective leadership model at that time. The Leader subsequently applied the policy to the four Executive Directors

focusing on clarifying what the Executive Directors were expected to achieve and deliver in their role, whilst identifying any continuing developmental needs which, if met, would maintain a high level of performance.

- 2.2 ACOS committee will be aware of the approval to the revised Senior Officer leadership model in September 2021 and the introduction of the Managing Director role to the Councils structure with effect from 1 January 2022. It has therefore been necessary to develop a new Managing Director Appraisal Policy, which can be found at Appendix 1.

ACOS committee will note that the Policy now only applies to the Managing Director role and as such the Managing Director will now assume responsibility for undertaking Performance Appraisal for the four Executive Directors within the Council. Led by the Managing Director, supported by the Director of Organisation Development and Policy, the Executive Director appraisal will be undertaken by utilising the Council's standard Performance Development Review (PDR) framework, but with the addition of the Managing Director seeking feedback from the Leader of the council and opposition group leaders.

A report will be presented annually by the Director of Organisation Development and Policy to a meeting of the ACOS committee confirming that the appraisal process for the Managing Director has been completed.

- 2.3 In light of the previous leadership model, the terms of reference for ACOS also provide for ACOS to fulfil the governance role in ensuring the leader of the Council is undertaking effective performance monitoring of the Executive Directors. Therefore, the terms of reference will need to be revised accordingly and referred to the Governance, Ethics and Standards Committee and full Council for agreement.

- 2.4 It is proposed that paragraph 7 of the terms of reference for ACOS be amended to read as follows:

“Fulfil the governance role in ensuring the Leader of the Council is undertaking effective performance monitoring of the Managing Director”

### **3. Consultation**

- 3.1 The Managing Director and the Leader of the Council have been engaged in the development of this process, facilitated by the Director of Organisation Development and Policy.

3.2 Executive Directors have also been engaged in the revised approach to their Performance Appraisal approach.

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

4.1 Do nothing. The existing Executive Director Appraisal Policy does not set out the performance appraisal process for the Managing Director appointed on 1 January 2022, so doing nothing is not an option

4.2 The Leader to continue to undertake the Executive Directors Performance Appraisal. This was not considered appropriate as line management of the Executive Directors is undertaken by the Managing Director which includes undertaking performance appraisals.

#### **5. Implications**

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

#### **6. Background Papers**

6.1 None identified.

#### **7. Appendices**

7.1 Appendix 1 – Implications.

7.2 Appendix 2 – Managing Director Appraisal Process.

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

That Committee:

- a) Approves the Managing Director Appraisal Process.
- b) Notes the performance appraisal of the Executive Directors be undertaken by the Managing Director with effect from 1 June 2022.
- c) proposes that the terms of reference for ACOS be amended as detailed in the report and referred to the Governance, Ethics and Standards Committee and then full Council for approval.

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

9.1 Approval of the new Managing Director Appraisal Process provides a framework for the Council and the Managing Director to undertake

performance appraisal of the Managing Director. The terms of reference for ACOS need to be amended to reflect the revised process.

**Report Author:** Emma Crapper

**Contact details:** [Emma.crapper@derbyshire.gov.uk](mailto:Emma.crapper@derbyshire.gov.uk)

## **Appendix 1**

### **Implications**

#### **Financial**

1.1 None.

#### **Legal**

2.1 As outlined in the report.

#### **Human Resources**

3.1 As outlined in the report.

#### **Information Technology**

4.1 None.

#### **Equalities Impact**

5.1 None.

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

6.1 The process enables objective 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.