



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 22 FEBRUARY 2016

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of the Director of Social Services

2. Creation of a Caretaker post at Trem-y-mor Respite Centre
(Pages 5 - 10)

Report of the Head of Children and Young People Services

3. Proposal for the Creation of an In house advocate post in children and young people services (Pages 11 - 16)

Report of the Director of Education, Leisure and Lifelong Learning

4. Increasing the hours for Polish and Bengali Bilingual Teaching Assistants (Pages 17 - 24)

Report of the Head of Human Resources

5. Christmas and New Year Holiday Arrangements 2016/2017
(Pages 25 - 28)
6. Chief Executive and Chief Officer Pay 2016 - Update
(Pages 29 - 36)
7. Local Government Pay 2016 - Update (Pages 37 - 44)

8. Registration of School Learning Support Workers (*Pages 45 - 50*)
9. Head of Service Job Title (*Pages 51 - 52*)
10. Introduction of a Performance Appraisal Process (*Pages 53 - 98*)
11. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.
12. Access to Meetings - to resolve to exclude the public for the following items pursuant to Section 100A (4) and (5) of the Local Government Act 1972 and the relevant Exempt Paragraphs of Part 4 of Schedule 12A to the above Act.

PART 2

Private Report of the Director of Social Services, Health and Housing

13. Community Care Management Arrangements (*Pages 99 - 104*)

Private Report of the Head of Transformation

14. Management of Margam Country Park (*Pages 105 - 112*)

Private Report of Head of Human Resources

15. Holiday Payments and Overtime (*Pages 113 - 120*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 16 February 2016

Committee Membership:

Chairperson: Councillor A.N.Woolcock

**Vice
Chairperson:** Councillor S.Jones

Members: Councillors Mrs.R.Davies, Mrs.J.Dudley,
Mrs.L.H.James, E.V.Latham, Ms.C.Morgans,
S.Rahaman, P.A.Rees, A.L.Thomas,
A.H.Thomas and Mrs.D.Jones

**Non Voting
Member:** Councillors M.L.James, Mrs.S.Miller,
P.D.Richards, J.Rogers and A.J.Taylor

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

Director of Social Services – Nick Jarman

Matter for Decision

Wards Affected: all wards

Creation of a Caretaker post at Trem-y-mor Respite Centre

1. Purpose of Report

To seek members' approval to establish the post of 37 hours Caretaker/Domestic Grade 3 (JEID 3605) at Trem Y Mor Respite Service.

2. Background

The Trem y Mor Respite service has been operational since April 2014 and is a brand new purpose built facility within Community Care. There is currently no caretaker post in the unit. This position would greatly benefit the unit due its size and would meet the building maintenance requirements in the building. The post holder would also undertake general maintenance work at two other Special Needs Day Services comprising of; Brynamlwg in Port Talbot and Abbey View in Neath Abbey.

3. Workforce Impact

There are no workforce impacts in relation to this proposal

4. **Financial Impact**

The funding for this post will be met from within the existing budget as savings have been made from the amalgamation of the Respite Service and the Day Service.

The financial appraisal is attached as Appendix 3.

5. **Workforce Impacts**

There are no workforce impacts as a result of this proposal.

6. **Legal Impacts**

There are no associated legal implications.

7. **Risk Management**

There are no associated risks with this proposal.

8. **Consultation**

There is no requirement under the Constitution for external consultation on this item.

9. **Recommendations**

It is **RECOMMENDED** that Members **APPROVE** the establishment the post of Caretaker/Domestic Grade 3 at Trem Y Mor (37 hours per week)

FOR DECISION.

10. **Reasons for Proposed Decision**

To ensure the effective building maintenance requirements of Trem-y-mor Respite Centre.

11. **Implementation of Decision**

The decision is for immediate implementation.

12. Appendices

Appendix 1 – Structure Chart

Appendix 2 – Financial Appraisal

13. List of Background Papers

None

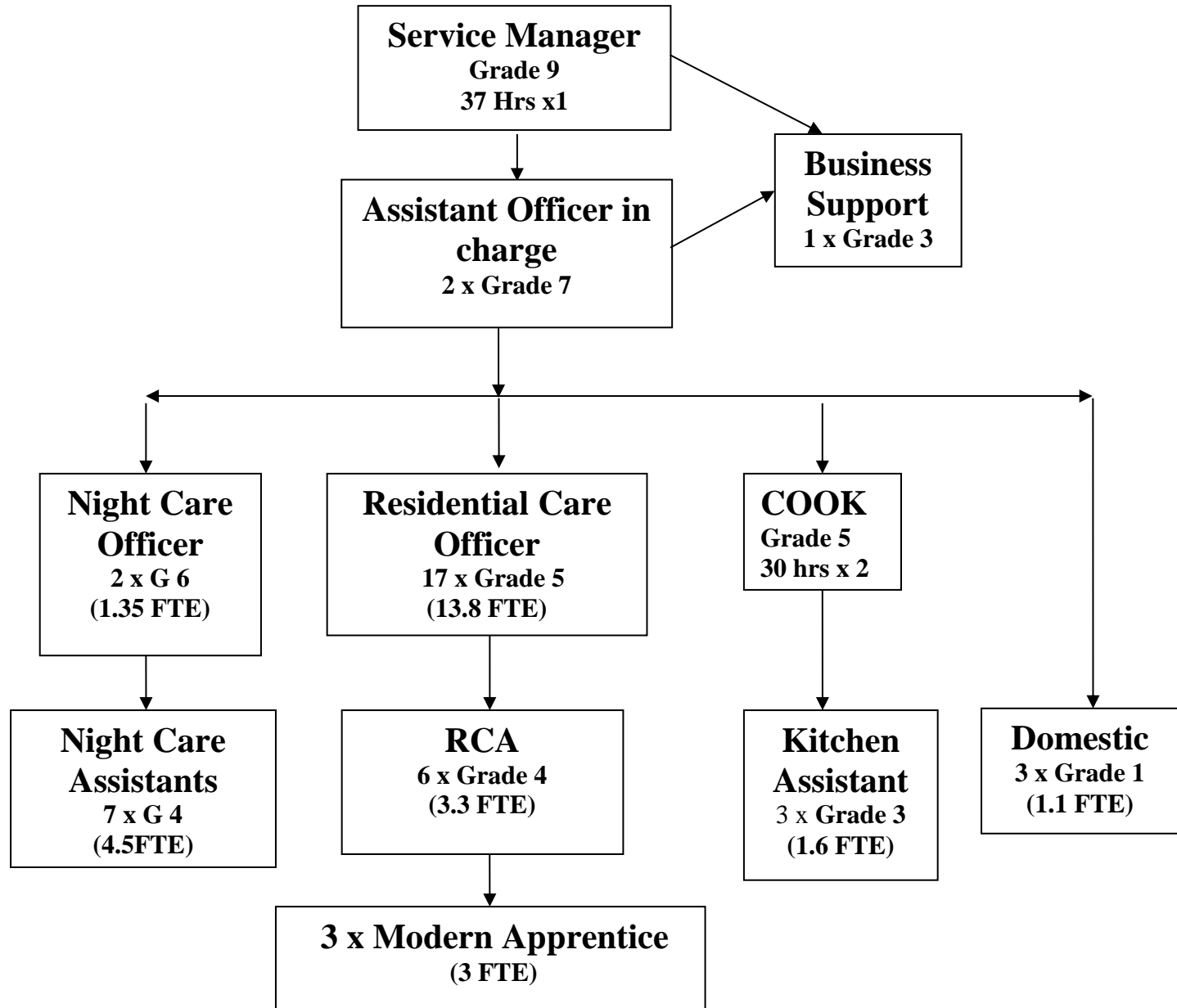
14. Officer Contact

Mike Jones, Principal Officer, Direct Services

Tel. No.: 01639 684774

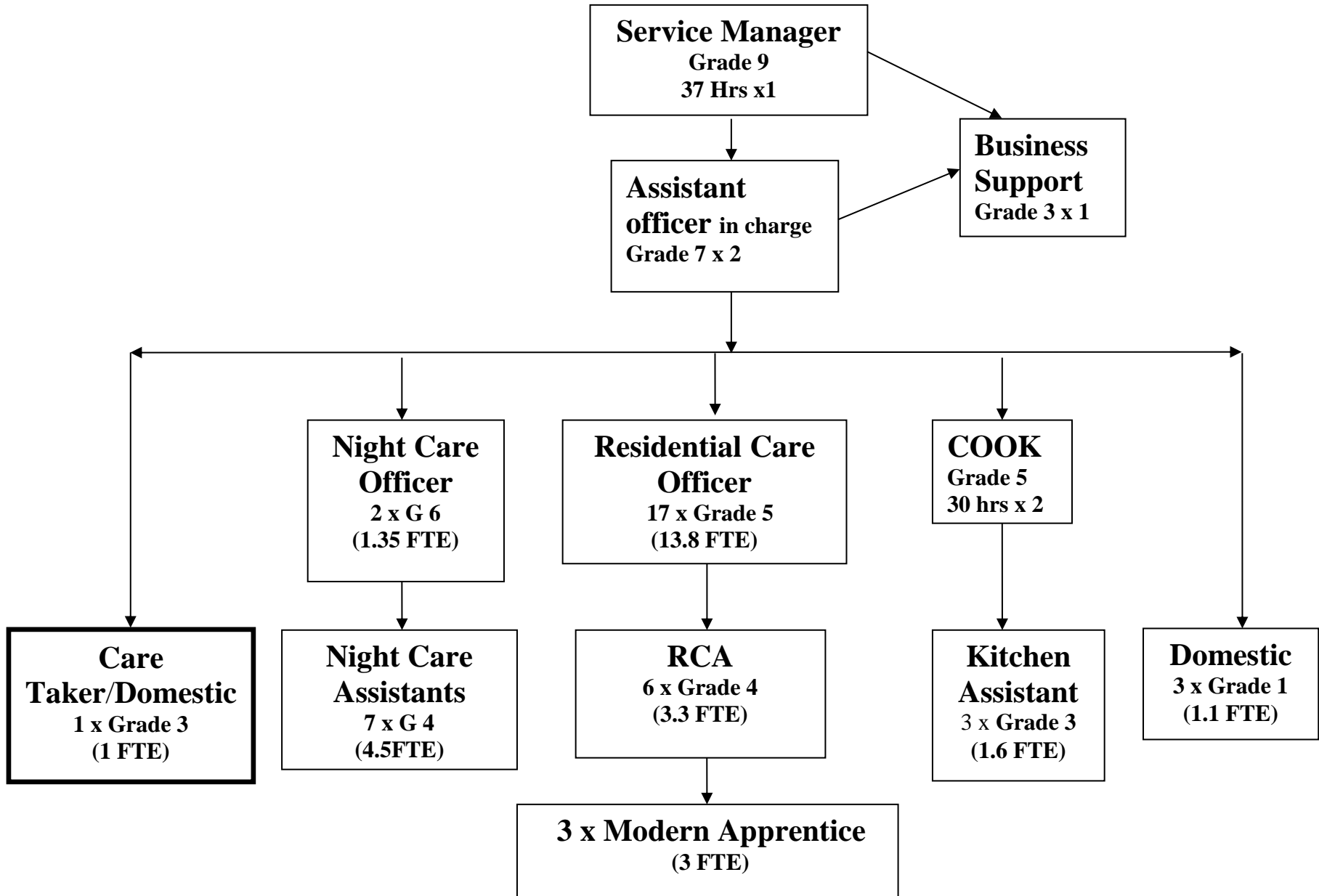
E-mail: m.i.jones@npt.gov.uk

Trem Y Mor Respite Existing



Trem Y Mor Respite Proposed

Page 9



POST/ POSTHOLDER	PROPOSED CHANGE (New Post/Delete/Regrade etc)	PAY SCALES		ANNUAL COSTS	ANNUAL COSTS
		Current	Proposed	Current Spinal point	Maximum
Caretaker/Domestic	New Post	-	Grade 3	20,485	21,945
TOTAL				20,485	21,945

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

REPORT OF THE HEAD OF CHILDREN AND YOUNG PEOPLE SERVICES - ANDREW JARRETT

SECTION A - MATTER FOR DECISION

WARDS AFFECTED: All wards

PROPOSAL FOR THE CREATION OF AN IN HOUSE ADVOCATE POST IN CHILDREN AND YOUNG PEOPLE SERVICES

Purpose of the Report

1. This report informs members of the savings made by Children and Young People services in 2014/15 and to date in 2015/16 in the cost of instructing external barristers to appear in complex child protection cases through the piloting of an In House Advocate at fixed cost.
2. It recommends:
 - a. The creation of an employed In House Advocate role using funds previously spent on external barristers
 - b. Authority to the head of HR to approve a market supplement of up to £15k to attract candidates of the calibre required to conduct lengthy and complex child protection cases if the post cannot be filled at Grade 11.

Executive Summary

3. This report sets out details of a pilot utilising a barrister working exclusively for the Council on child protection matters, which has run since 1.4.2014, and which has produced significant savings against the spend on external counsel, excluding QCs, by Children and Young People Services in 2013/14. In 2014/15 the saving was c.£48k and a similar saving is projected for 2015/16.
4. It demonstrates the desirability of putting in place more permanent arrangements to secure savings for the future.
5. It outlines the level of salary and benefits likely to be required to recruit to an In House Advocate post, and recommends the process to be followed to recruit.
6. Members will note that this is an instance of taking in-house a service which is normally purchased from external providers, and thereby making significant savings.

Background

7. The majority of advocacy on child protection cases is carried out by solicitors in the childcare team of the Council's legal services department. However, where a hearing is particularly complex and or lengthy, so that a specialist advocate is needed, the Head of Children and Young People Services approves the instructing of a suitable external barrister. The barrister is chosen depending on the complexity of the case, with Queen's Counsel (QCs) being instructed in the most complex of matters. The cost of external counsel where required on this basis is borne by Children and Young People Services.
8. In 2013/14 Children and Young People Services spent c.£143k on external barristers, excluding QCs. In early 2014 the opportunity arose to pilot an In House Advocate role, utilising a suitably experienced barrister who had worked in local government in the past, and was interested in returning to conduct advocacy. Analysis of the potential savings which this might generate demonstrated that savings in the region of £25 – 30k should be achievable through entering into a consultancy agreement with the barrister for her exclusive services to the Council for a period of one year at a cost of £75k + vat. The projected savings excluded the cost of QCs since:-
 - a. It is impossible to predict how many, if any, cases there may be in any one financial year upon which a QC is needed.
 - b. The cost of a QC, despite the benefit of consortium rates, is generally so high as to totally distort budget figures
 - c. There is no business model which can avoid use of QCs in appropriate cases.
9. The projected saving was also conservative, in that it allowed for:-
 - a. on-going cost of external barristers already instructed on cases where it would not be in the Council's interests to withdraw instructions
 - b. the risk that 'our' barrister may be unable to appear on a particular case because she had previously appeared for another party or family member
 - c. the risk that the Council may have two or more complex hearings justifying the use of barristers before separate Judges or in different courts on the same day, so that an external barrister would be needed on one of them
 - d. holiday and/or sickness absence of the barrister preventing her covering hearings.
10. Actual savings in 2014/15 proved higher than expected, at approximately £48k. Approximately £13k was spent on cases where an external barrister was already instructed, and around £7k on cases which the In House Advocate could not cover for whatever reason. Total spend excluding QCs was therefore c.£95k for the year.
11. Total legal spend on QCs was, however, significant in 2014/15, simply because there were an unpredictably high number of very complex cases. The pilot was, however, a success and has continued into 2015/16. Upon current predictions a saving of £50k compared with 2013/14 is anticipated.

12. An In House Advocate role also brings benefits less easily quantified in financial terms. The ability to involve the advocate at an early stage in proceedings rather than shortly before final hearing enables the case to developed along the desired track from the start.
13. It is not easy to establish a figure for average earnings at the Bar, whether nationally or locally, for a number of reasons. If one excludes earnings of barristers engaged primarily upon legally aided criminal work, for which figures are available as part of the on-going battle between the Bar and the Legal Aid Agency, there is little available data. This is because:
 - a. All barristers are self-employed individuals with no duty to report their earnings other than to HMRC.
 - b. Earnings vary enormously between barristers, depending upon length of call (experience), popularity with instructing solicitors, type of law practiced, and proportion of legally aided work undertaken.
 - c. Where disclosed, earnings are invariably gross and take no account of the expense of operating barristers' chambers, travel or associated costs.
14. Estimates of earnings from sources such as Careers Services and Guides to Graduates suggest a broad range, at 5yrs qualified, from a low of c. £40 up to £75k+. No data is currently available for barristers of greater experience, but a barrister at the 11 yr+ point can expect to earn rates of approximately 50% above someone of 5yrs experience. This figure is derived from the Consortium rates payable to barristers in participating chambers in south Wales, from which the Council benefits under an existing framework agreement. Gross earnings at 11yrs+ experience can exceed £100k.
15. Some limited assistance can be found in the salaries paid by Government bodies. In 2010, the Crown Prosecution Service paid its in house barristers, engaged to deal with serious Crown Court hearings, a salary in the region of £60-70k.
16. Advertisements for In-House Advocates by other Local Authorities are of less assistance, because of the wide variations in role. Many authorities have chosen to separate out the 'office' and 'advocacy' functions of their legal team, and employ solicitors or barristers as in house advocates to conduct the lower level advocacy work. Others adopt a similar division, but choose to instruct external counsel upon all matters; Carmarthenshire Council is an example of the latter, retaining a smaller legal team as a result. Solicitors or barristers employed to be the advocates upon all matters, rather than upon complex matters, generally attract salaries similar to the existing grades in legal services.
17. What is sought, however, and what has been piloted successfully over the past 18months, is the securing at a controlled cost of the services of an advocate of the calibre required to conduct the Council's complex childcare litigation, a person who had they been engaged in private practice at the Bar, might well have been selected on merit in competition with their peers to represent the Council on complex matters. Such a person is unlikely to be attracted by a salary within existing grades unless significantly increased by a market

supplement. The In House Advocate role has been job evaluated and graded at 11, a salary of £36,676-40, 217. Even relatively newly qualified barristers in South Wales can expect rather greater earnings than those figures, and it cannot be expected that any barrister of worthwhile experience and expertise is likely to apply for a post at that salary, even allowing for the benefits of relative security of income and access to the Local Government Pension Scheme (LGPS). On that basis, if a post is to be filled with a candidate of the calibre required, a market supplement of £15k or more is likely to be necessary. This would produce a gross salary of c. £55k, to which would be added the benefits of the LGPS, travel and subsistence expenses, sick and holiday pay. The overall cost to the Council, allowing for National Insurance, employer's contributions to LGPS, accommodation and IT would be in the region of £71.5k. Although this figure may seem low, compared to the estimates of earnings at the Bar quoted above as justification for a market supplement, it is considered that the relative security still offered by working for a local authority, the guarantee of regular income and the above fringe benefits, may render it sufficiently attractive. Should this prove to be incorrect, the financial savings likely to be achieved would permit a higher market supplement if considered appropriate while still delivering worthwhile savings. It is therefore proposed to advertise the post at Grade 11 to test the market, but if appointment cannot be made, it is proposed to apply a market supplement in line with the Council's Market Pay Supplement Scheme.

Financial Impact

18. A Financial impact assessment is enclosed at Appendix 1. As set out above, if this proposal is implemented, it is likely that the savings made in the cost to the Children and Young People Service legal fees budget of instructing external barristers (other than QCs) will far exceed the cost of this post.
19. If approved, it is proposed that the cost of this post is removed from the legal fees budget and transferred to the employee costs budget. No additional expenditure is sought.
20. Implementation of the proposal is also likely to impact positively upon the spending upon external counsel by the childcare team of Legal Services, through the potential availability of the In House Advocate to cover matters where external counsel would otherwise be used at the expense of Legal Services, and enhancement through support and guidance of the ability of Childcare team solicitors to appear in increasingly complex hearings and, as has happened only recently, a senior solicitor in the team to conduct a three day complex finding of fact hearing, upon which external counsel would otherwise certainly have been instructed.
21. If the recommendations are not implemented, it is likely that the current pilot will come to an early end, and external counsel will need to be instructed on all complex and lengthy matters, and the savings lost.

Equality Impacts:

22. The Council's Market Pay Supplement Scheme has been adhered to in relation to this proposal.

Workforce Impacts:

23. There are no other members of staff employed in a similar role, so applying a market supplement will not impact upon other jobs.

Legal Impacts:

24. There are no legal impacts arising from this report.

Consultation

25. There is no requirement under the Constitution for external consultation on this item.

Recommendations

26. That an In-House Advocate role is created within Children's Services at Grade 11 and advertised on this basis.
27. That the Head of HR has authority to approve the payment of a market supplement if there is evidence that the post cannot be appointed at the Grade 11 rate of pay (i.e. appointment cannot be made following external advertisement).

Reason for Proposed Decision

28. To secure significant savings in relation to the purchasing of external counsel.

Implementation of proposed decision

29. It is proposed for implementation after the three day call in period.

Appendices

30. Appendix 1 – Financial Appraisal

Officer contact

31. Mr Andrew Jarrett, Head of Children and Young People Services, telephone: 01639 763283, email: a.jarrett@npt.gov.uk

Financial Appraisal

	<u>2015-16</u>	-	<u>At Max</u>	<u>Comments</u>
	<u>£</u>		<u>£</u>	
<u>Annual Costs</u>				
Employee Costs (Financial Appraisal Statement)				
> Starting Salary (including NI & Pension)	55,000		55,000	<i>This represents a Grade 11 post at scale point 46.</i>
> Market Supplement	15,000		15,000	
Other Running Costs (specify)	1,500		1,500	<i>mobile phone, car allowances, travel and subsistence</i>
Total Recurring Costs	71,500		71,500	
<u>Funded By</u>				
Existing Budget Allocation	71,500		71,500	<i>£71,500 will be vired from the cyps legal budget to the staffing budget</i>
Additional Guideline Allocation				
Other (specify)				
Total Funding Available	71,500		71,500	

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2015

Director of Education, Leisure and Lifelong Learning –
Aled Evans

Matter for Decision

Wards Affected: all wards

Increasing the hours for Polish and Bengali Bilingual Teaching Assistants

1. Purpose of Report

To seek approval for the increase in hours of the MEAS fixed term contract Bilingual Teaching Assistants (BTAs) Grade 5 scp 20-24. The posts are fixed term for a year, 39 weeks per year in the Minority Ethnic Achievement Support (MEAS) team. 1 x Polish speaking full time 37 hours, 1 x Bengali speaking part time 18 ½ hours.

2. Background information

Bengali and Polish are the highest number of first languages spoken by pupils with English as an Additional Language in Neath Port Talbot CBC. A 2014-15 survey showed 68 Polish pupils and 108 Bengali speaking pupils. There have been more new arrivals for both groups since this survey.

The pupils and their families will need considerable support with interpreting/translation, induction, integration, mentoring, advocacy and issues relating to safety and well-being. The class teachers need the Polish and Bengali BTAs to support the pupils in class and liaise with the schools/families, as well as supporting them to learn English as an Additional Language (EAL).

MEAS BTAs have in the past only had contracts for 30 hours, but due to the demand, this need now needs to be increased to 37 hours and any additional hours to be paid as overtime to normal hours. This is in line with overtime arrangements for Teaching Assistants generally in

schools. It is proposed to increase the hours of the 0.5 FTE Bilingual Teaching Assistant from 15 hours per week to 18 ½ hours per week.

For some time the MEAS BTAs have provided extra hours unpaid as a gesture of goodwill, however as a result of the increase in demand, it is proposed to formalise these arrangements..

3. Financial Appraisal

The cost of these additional hours will be met by the Education Improvement Grant.

4. Equality Impact Assessment

An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an Equality Impact Assessment.

5. Workforce Impact

It is proposed that the increase in hours for these posts takes place immediately to meet the demand.

6. Proposal

It is proposed to increase the authority's capacity to support Polish and Bengali families within the County Borough area by increasing the hours of 1 x full time and 1 x part-time BTA.

7. Recommendation

It is RECOMMENDED that Members approve the increase of hours of the MEAS Bilingual Teaching Assistants to meet the demand for these languages as follows:-

1 x Polish speaking BTA – hours to increase from 30 hours per week to 37 hours per week

1 x Bengali speaking BTA – hours to increase from 15 hours per week to 18.5 hours per week

FOR DECISION

8. Officer contact

Jan Hoggan – MEAS Team Leader, j.hoggan@npt.gov.uk

9. Appendices

Appendix 1 – Financial Appraisal

Appendix 2 – Proposed Staffing Structure

10. List of Background Papers

Equality Impact Assessment Screening Form

FINANCIAL APPRAISAL

SET UP COSTS

	<u>Current</u> <u>Year</u> <u>£</u>	-	-	-	-	<u>Comments</u>
-						
-						
<u>Costs</u>						
Recruitment Costs						
Accommodation Costs						
Office Costs						
Others						
Total Set Up Costs	-					
<u>Funding of Set Up Costs</u>						
Revenue Budget						
Reserves						
Special Grant						
Other (Specify)						
Total Funding of Set Up Costs	-					

RECURRING COSTS

	<u>Current</u> <u>Year</u> <u>£</u>	-	<u>Next</u> <u>Year</u> <u>£</u>	-	<u>Max</u> <u>in</u> <u>Full</u> <u>Year</u> <u>£</u>
-					
-					
<u>Costs</u>					
Employee Costs (Financial Appraisal Statement)	140,978		247,893		
> Starting Salary					
> Additional cost at Maximum Salary	26729				
Accommodation Running Costs	3000		3000		
IT Annual Costs					
Other Running Costs (specify)	18,000		18,000		
Total Recurring Costs	188,707		268,893		
<u>Funding of Recurring Costs</u>					
<u>External Sources</u>					
Specific Grant:	188,707		268,893		
- staffing costs					
- other					
Funding from External Agencies					
Service Level Agreement					
Other (specify)					
<u>Internal Sources</u>					

HRA			
Existing Budget Allocation			
Additional Guideline Allocation			
Other (specify)			
Total Funds Available	<u>188,707</u>	<u>268,893</u>	

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Minority Ethnic Achievement Support (MEAS) Team

Team Leader FTE 0.8

Teacher Development Officer
FTE 1.0

Teacher Development Officer
FTE 0.6

Bilingual Teaching Assistant 37 hrs
Increase from 30 hrs
Polish Speaker

Bilingual Teaching Assistant 37 hrs
X 5
Arabic Speaker

Administration and Organisation
16 hrs

Casual Interpreters
Various Hours
Bulgarian Speaker
Cantonese Speaker

Bilingual Teaching Assistant 18.5 hrs
Increase from 15 hrs
Bengali Speaker
(To be recruited)

NB- Team Leader and Teacher Development Officer (FTE 1.0) both have permanent contracts with NPTCBC
All other MEAS staff have temporary contracts with NPTCBC which is subject to an annual review pending MEAS grant allocation

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

Head of Human Resources – Sheenagh Rees

Matter for Information

Wards Affected: all wards

Christmas and New Year Holiday Arrangements 2016/2017

1. Purpose of Report

- 1.1 The purpose of this report is to seek Member approval for the opening/closing arrangements for the main Civic Offices during the Christmas and New Year Holiday period 2016/2017.
- 1.2 An early decision is requested for forward planning/Committee cycle meeting purposes.

2. Background information

The prescribed bank holidays for the 2016 / 2017 festive period are as follows:

Monday 26th December 2016 Christmas Day
Tuesday 27th December 2016 Boxing Day
Monday 2nd 2017 New Year's Day

- In addition to the above, Local Government Services employees are awarded an **Extra Statutory Holiday** during this period, the timing of which is to be determined by the Authority.
- Employees are also entitled to an **additional day of annual leave** which is allocated over the Christmas Holiday Period.
- It has also been past practice since the inception of the Authority to award a **½ day special leave** to employees on the afternoon of the last working day before Christmas.

3. Proposed Holiday Arrangements

- 3.1 Managers of all business critical services across the Council will ensure that all such services continue to be available on a 24 / 7 basis, where necessary,

and that standby / callout arrangements are in place so that appropriate responses can be made to emergencies arising during the holiday period.

- 3.2 The proposal below is primarily concerned with civic office opening and closing arrangements over the holiday period.
- 3.3 Members should note that where necessary to maintain service delivery over the period, employees can be required to work as normal on Wednesday 30th and Thursday 31st December, with arrangements made for them to take their annual leave on alternative dates. Heads of Service should inform employees who are required to work in good time.
- 3.4 The proposal will require employees who are not required to attend work to use one day of their annual leave entitlement to cover the office closure period.
- 3.5 The following allocation of days is proposed:

Monday – Thursday	19 th – 22 nd December 2016	Normal working days
Friday	23 rd December 2016	Offices close at 1 pm Special leave granted
Monday	26 th December 2016	Christmas Day bank holiday
Tuesday	27 th December 2016	Boxing Day bank holiday
Wednesday	28 th December 2016	Extra Statutory Day
Thursday	29 th December 2016	Additional annual leave day (*)
Friday	30 th December 2016	Offices closed – all employees required to use one day of annual leave (*)
Monday	2 nd January 2017	New Years' Day Bank Holiday

- 3.6 (*) Main civic centres will be closed on these dates, however some services will require employees to work on these dates and employees will be able to take their annual leave on alternative dates, so that service delivery is not detrimentally affected. Where employees are required to work, the relevant Head of Service will notify employees as soon as possible

3.7 The proposal was developed in consultation with Heads of Service, Corporate Directors and senior managers. Trade Unions have been consulted in relation to this proposal and have indicated that it is acceptable to them.

4. Recommendation

It is **RECOMMENDED** that members approve the proposal in relation to Christmas / New Year holiday arrangements for 2016/2017.

FOR DECISION

5. Officer contact

Sheenagh Rees – Head of Human Resources
s.rees5@npt.gov.uk
Tel: 01639 763315

6. List of Background Papers

None.

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

Head of Human Resources – Sheenagh Rees

Matter for Information

Wards Affected: all wards

Chief Executive and Chief Officer Pay 2016 - Update

1. Purpose of Report

The purpose of this report is to update Members in relation to 2016 national pay negotiations for JNC for the Chief Executive and JNC for Chief Officers.

2. Final Pay Offer

The National Employers wish to make a final offer, this is a two year arrangement, which is 1% on basic salary with effect from 1st April 2016 and 1% on basic salary with effect from 1st April 2017. Please see letters from the National Employers with further information attached as **Appendix One** and **Appendix Two**.

3. Recommendation

It is **RECOMMENDED** that members **NOTE** the information contained in Appendix One and Appendix Two in relation to the Local Government Employers final offer for the Chief Executive and Chief Officers.

FOR INFORMATION.

4. Officer contact

Sheenagh Rees – Head of Human Resources
s.rees5@npt.gov.uk
Tel: 01639 763315

5. Appendices

Appendix One – Letter received from the Local Government Employers in relation to the Chief Executive pay

Appendix Two - Letter received from the Local Government Employers in relation to Chief Officers pay

6. List of Background Papers

None

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Heather Wakefield, Justin Bowden, Fiona Farmer
National Secretaries
Local Government NJC
UNISON Centre
130 Euston Road
London NW1 2AY

14 January 2016

Dear Heather, Justin and Fiona

Local Government Pay 2016-18

Following your email of 8 January and our meeting yesterday, your request for a meeting to explore any potential for further negotiation was faithfully reported to the Employers' Side who were asked for their opinion.

I can now confirm that members were unanimously of the view that the pay offer they made on 9 December is final and they are therefore not willing to enter into further negotiation. The Employers are disappointed that UNISON and Unite will be recommending that the offer be rejected but they remain hopeful that your Side's consultation exercise will nevertheless result in a positive vote to accept it by grassroots union members.

I should be grateful if you could confirm the approximate timescales for your consultation process. As discussed yesterday, if it looks unlikely that we will be able to finalise an agreement in time for implementation in April, the LGA will need to advise councils accordingly.

Yours sincerely,

A handwritten signature in black ink that reads "Sarah Messenger".

Sarah Messenger
Employers' Secretary

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Justin Bowden
Officers' Side Secretary
JNC for Chief Officers of Local Authorities
GMB
22 Stephenson Way
London
NW1 2HD

13 January 2016

Dear Justin,

CHIEF OFFICER PAY 2016

I am writing on behalf of the Employers' Side of the JNC to respond formally to the Officers' Side's pay claim.

The National Employers wish to make the following final offer that we believe balances the desire to provide a pay increase for all JNC employees with councils' limits of affordability:

- One per cent on basic salary¹ with effect from 1 April 2016
- One per cent on basic salary¹ with effect from 1 April 2017

The Employers would also be willing to examine any evidence that you can provide about the workloads and stress being experienced by Chief Officers with a view to establishing a joint working party to produce guidance for councils.

The Employers hope that this offer can prove to be the basis for an agreement between the two Sides.

Yours sincerely,



Sarah Messenger
Employers' Secretary

cc Mike Short, UNISON

¹ Basic salary should exclude other separately identified payments such as Returning Officer fees etc.

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

Head of Human Resources – Sheenagh Rees

Matter for Information

Wards Affected: all wards

Local Government Pay 2016 - Update

1. Purpose of Report

The purpose of this report is to update Members in relation to national pay negotiations for Local Government Pay 2016 and the introduction of the National Living Wage on 1st April 2016.

2. Updated Position

Members were updated at the Personnel Committee meeting on 11th January on the Employers' Side final pay offer for 2016 made to the Local Government Services Unions. Following the final offer, both UNISON and UNITE have said they will consult their members, but with a recommendation to reject the final offer. Only GMB have said that they believe it to be 'the best that can be achieved by negotiation'.

The Trade Union side had sought further meetings with the Employers to explore the room for further negotiations, but following consultation with the Employers side, this request has been turned down. Please see letter attached as Appendix One

3. National Living Wage

On 1 April the National Living Wage will be introduced at a rate of £7.20 per hour which means that the current bottom three pay points on the 'Green Book' pay spine will be below that statutory

minimum level. The current hourly rate of SCP6 is £7.06 (£13,614); SCP7 is £7.11 (£13,715) and SCP8 is £7.19 (£13,871).

In the absence of the NJC reaching a pay agreement to be implemented in time for 1 April, councils are advised to begin making preparations for employees currently paid on SCPs 6, 7 and 8 to have their pay increased in accordance with the National Living Wage, which equates to £13,891 per annum with effect from 1 April.

3. Recommendation

It is **RECOMMENDED** that members **NOTE** the information contained in Appendices One and Two in relation to the Local Government Services Pay Award 2016.

FOR INFORMATION.

4. Officer contact

Sheenagh Rees – Head of Human Resources
s.rees5@npt.gov.uk
Tel: 01639 763315

5. Appendices

Appendix One – Letter sent to TU Side by the Local Government Employers

Appendix Two – Letter from Local Government Employers regarding the National Living Wage 2016

6. List of Background Papers

None

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Heather Wakefield, Justin Bowden, Fiona Farmer
National Secretaries
Local Government NJC
UNISON Centre
130 Euston Road
London NW1 2AY

14 January 2016

Dear Heather, Justin and Fiona

Local Government Pay 2016-18

Following your email of 8 January and our meeting yesterday, your request for a meeting to explore any potential for further negotiation was faithfully reported to the Employers' Side who were asked for their opinion.

I can now confirm that members were unanimously of the view that the pay offer they made on 9 December is final and they are therefore not willing to enter into further negotiation. The Employers are disappointed that UNISON and Unite will be recommending that the offer be rejected but they remain hopeful that your Side's consultation exercise will nevertheless result in a positive vote to accept it by grassroots union members.

I should be grateful if you could confirm the approximate timescales for your consultation process. As discussed yesterday, if it looks unlikely that we will be able to finalise an agreement in time for implementation in April, the LGA will need to advise councils accordingly.

Yours sincerely,

A handwritten signature in black ink that reads "Sarah Messenger".

Sarah Messenger
Employers' Secretary

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**To: Chief Executives in England, Wales and N Ireland
(additional copies for HR Director and Finance Director)
Members of the National Employers' Side
Regional Directors**

19 January 2016

Dear Chief Executive,

PAY NEGOTIATIONS UPDATE and NATIONAL LIVING WAGE: 1 APRIL 2016

You will be aware that on 9 December 2015 the National Employers made a final two-year pay offer to the Trade Union Side covering 2016-18. The offer was constructed to take account of the views clearly expressed by councils for a headline increase of one per cent on 1 April 2016 and again on 1 April 2017. In addition the National Employers offered higher percentages to those on lower pay points due in part to the introduction of the National Living Wage on 1 April 2016.

Local government faces a huge challenge in the coming years of having to increase the bottom pay point from its current level of £7.06 per hour by potentially 32% to achieve the Government's target for the National Living Wage to reach 60% of median earnings (currently forecast to be around £9.35 per hour) in 2020.

Both Sides acknowledged early in the recent negotiations that they were keen to reach an agreement on pay quickly in order to provide some breathing space for detailed discussions on how the NJC can ensure that the national pay structure can be adapted fairly and affordably to meet the requirements of the National Living Wage.

The National Employers are therefore hugely frustrated that two of the three unions, UNISON and Unite, are consulting their members on the pay offer with a recommendation that it be rejected. We have reiterated in the strongest terms that the offer is final and at the limit of councils' affordability.

On 1 April the National Living Wage will be introduced at a rate of £7.20 per hour which means that the current bottom three pay points on the 'Green Book' pay spine will be below that statutory minimum level. The current hourly rate of SCP6 is £7.06 (£13,614); SCP7 is £7.11 (£13,715) and SCP8 is £7.19 (£13,871).

While we would hope that grassroots union members vote to accept the offer, we need to prepare for the eventuality that this is not the case. Therefore, in the absence of the NJC reaching a pay agreement to be implemented in time for 1 April, councils are advised to

begin making preparations for employees currently paid on SCPs 6, 7 and 8 to have their pay increased in accordance with the National Living Wage, which in local government equates to £13,891 per annum with effect from 1 April.

This figure has been calculated by multiplying the National Living Wage rate of £7.20 by the local government standard working week of 37 hours and then multiplied by 52.143 weeks.

For any council where the standard working week differs from 37 hours a local calculation will need to be made. As this temporary arrangement is solely to ensure compliance with the National Living Wage, no adjustments need to be made to those paid on the London pay spines.

This updated figure of £13,891 should continue to be paid until such time as the NJC finalises a pay agreement.

I shall continue to update you with developments.

Yours sincerely,



Sarah Messenger
Head of Workforce

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

HEAD OF HUMAN RESOURCES – S.REES

Matter for Decision

Wards affected: all wards

Registration of School Learning Support Workers

1. Purpose of report

To ask Members to approve the reimbursement to School Learning Support Workers for payment of the registration fee, set at £15.00 per registrant, for the registration year 1 April 2016 to 31 March 2017.

2. Background Information

From 1st April 2016, under the Education Wales Act 2014 and the Education Workforce Council (Main Functions) (Wales) Regulations 2015 (as amended), the requirement for professional registration will be extended to learning support workers in both school and Further Education settings in Wales. This means that in order to work as a learning support worker in Wales, a person must be registered with the Education Workforce Council (EWC).

A school learning support worker is defined as a person who is not employed as a qualified school teacher but who provides or supports the provision of any of the services listed below by a school teacher in a school maintained by a Local Authority:

- Planning and preparing lessons and courses of study for pupils;
- Delivering lessons to pupils (including delivery via distance learning or computer aided techniques);
- Assessing the development, progress and attainment of pupils; and
- Reporting on the development, progress and attainment of pupils.

A person can only be employed as a school learning support worker to provide the above services if all of the following requirements are met:

- They are registered with the EWC in the category of School Learning Support Worker;
- They provide the above services with direct interaction with learners to assist or support the work of school teachers in the school;
- They provide the services under the direction and supervision of such school teachers in accordance with arrangements made by the head teacher of the school; and
- The head teacher is satisfied that they have the skills, expertise and experience to provide the services.

The legal responsibility for ensuring that only registered school learning support workers are employed in posts providing the services above lies not only with the practitioner but also the employer (Local Authority and School).

3. The Registration Fee

The EWC state on their website that the fee for registration of learning support workers is “expected to be” £15.00.

The recently published Education Workforce Council (Registration Fees) (Wales) Regulations 2016 state that the registration fee payable for the year commencing on 1 April 2016 and ending on 31 March 2017 and each subsequent year is £49.00 for a school learning support worker. However, the Regulations also state that “Regulation 4 provides that the Welsh Ministers may determine the amount by which those registration fees will be subsidised and requires them to publish the amount of that subsidy on the Welsh Government website”.

To date, Welsh Government have not published subsidy amounts (an update will be provided at Committee), however advice sought from the Welsh Local Government Association and the EWC indicates that the subsidy is expected to be confirmed by Welsh Government at £34.00 per registrant, with the remaining £15.00 of the fee to be paid by the registrant.

Whilst Welsh Government have provided funding to Local Authorities in respect of the statutory £33.00 allowance provided to each registered school teacher towards the cost of their £45.00 registration fee, no such funding has been made available in respect of School Learning Support Workers.

4. Payment of the Registration Fee

In October 2015 the Welsh Local Government Association (WLGA) Co-ordinating Committee meeting agreed that local authorities in Wales would seek to take a consistent approach regarding the reimbursement of Education Workforce Council Registration Fees for Learning Support Staff. The WLGA reaffirmed its position that that any new burdens and responsibilities on local authorities should be appropriately funded. Whilst there was sympathy with Learning Support Workers it was agreed that local authorities are not in a position to reimburse the Education Workforce Council Registration Fees as they are an unfunded burden. The only exception to this is where local authorities are committed to pay such statutory fees through existing policy arrangements should those arrangements not be able to be changed.

Since then, a number of Councils have now agreed to pay the registration fee including Cardiff and Flintshire (pre-existing contractual agreements), Swansea (time limited for one year), Merthyr Tydfil, Rhondda Cynon Taf, Torfaen and Bridgend.

5. Neath Port Talbot's position

Neath Port Talbot County Borough Council does not have a contractual obligation to reimburse employees for payment of registration fees. However, setting teachers aside as the Council has a statutory obligation to reimburse their registration fees, the Council does reimburse the cost of statutory registration fees paid by some other employee groups, e.g. social workers and practising solicitors.

The trade unions have formally requested that the Council consider paying the fee for School Learning Support Workers for one year, pending ongoing discussions with Welsh Government in relation to the funding of the EWC and the related costs of registration. The trade unions have made this request on the grounds that school support staff

have contributed to the Council's Forward Financial Plan through the Workforce Strategy Collective Agreement, but have not necessarily benefited to the same extent from the commitment to safeguard employment set out in those agreements.

Taking into account the position across Wales, pre-existing arrangements in respect of registration fees within the Council, the position of the trade unions and the ongoing discussions taking place with Welsh Government in relation to funding, an offer has been made to trade unions, subject to Member approval.

The offer is to reimburse School Learning Support Workers for payment of the registration fee, set at £15.00 per registrant, for the registration year 1 April 2016 to 31 March 2017. The offer is subject to the following points:

- This does not include renewal fees due by 1 April 2017.
- This offer does not create a precedent should other employee groups become subject to statutory registration in the future, or where current registration arrangements change e.g. a fees increase. The offer is also made on the basis that there is no commitment from the Council to extend reimbursement beyond the one year period.
- A review of statutory registration fees across the Council will be undertaken and discussed further with trade unions as part of the review to take place later this year in relation to the Workforce Strategy Collective Agreement 2013.
- That should the Welsh Government announce that no subsidy is to be made available or that the subsidy is anything less than the value of £34.00 per registrant, the Council will not reimburse more than £15.00 per registrant.

The Chair of the LGS Joint Trade Unions has accepted this offer, subject to Member approval.

6. Recommendation

It is RECOMMENDED that members approve the reimbursement to School Learning Support Workers for payment of the registration fee, set at £15.00 per registrant, for the registration year 1 April 2016 to 31 March 2017, and a review of statutory registration fees across the Council.

FOR DECISION

7. Equality Impact Assessment

An Equality Impact Assessment Screening Form has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an equality impact assessment, as based on what is known at the time of writing this report, this proposal has a positive impact on the workforce affected. It is proposed that as part of the review of statutory registration fees across the Council, a full equality impact assessment will be undertaken. Should the Welsh Government announce that no subsidy is to be made available or that the subsidy is anything less than the value of £34.00 per registrant, the equality impacts will be reassessed to determine if a full equality impact assessment is required.

8. Workforce Impacts

This will have a positive impact on the workforce.

9. Consultation

There is no requirement to externally consult on this proposal.

10. Implementation

This proposal is for implementation on 1 April 2016.

11. Financial Appraisal

The one year cost of reimbursing £15.00 per registrant is approximately £20k.

12. Reason for Proposed Decision

To enable a review of statutory registration fees across the Council to take place and further discussions with Welsh Government in relation to the funding of the EWC.

13. Officer contact

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Tel: 01639 763315

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

22nd February 2016

HEAD OF HUMAN RESOURCES – S.REES

Matter for Decision

Wards affected: all wards

Head of Service Job Title

1. Purpose of report

To ask Members to approve the change of job title for the Head of Business Strategy and Public Protection to the Head of Commissioning and Support Services.

2. Background Information

The Constitution of the Council requires that officers are properly identified in order that the correct delegated powers are allocated to them.

Following organisational changes approved by this committee, it is necessary to amend the job title of the Head of Business Strategy and Public Protection based within Social Services, Health and Housing, to properly reflect the responsibility of this role.

3. Financial Impact

There is no financial impact arising from this report.

4. Equality Impact Assessment

There is no requirement for an equality impact assessment.

5. Workforce Impacts

There are no workforce impacts arising from this report.

6. Legal Impacts

There are no legal impacts arising from this report.

7. Risk management

By not implementing this proposal there is the risk that the responsibilities of the post holder are not properly identified.

8. Consultation

There is no requirement under the Constitution for external consultation on this item.

9. Recommendation

It is RECOMMENDED that members approve the change of job title of the Head of Business Strategy and Public Protection to the Head of Commissioning and Support Services.

FOR DECISION

10. Reason for proposed decision

This proposal ensures that the responsibilities of the post holder are properly identified.

11. Implementation of Decision

It is proposed that the decision is for implementation after the three day call in period.

12. Appendices

None

13. List of Background Papers

None

14. Officer contact

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

22nd February 2016

Report of the Head of Human Resources – Sheenagh Rees

Matter for Decision

Wards Affected:

All Wards

Introduction of a Performance Appraisal Process

Purpose of the Report

1. The purpose of this report is to seek Member approval for the introduction of an authority wide Performance Appraisal process.

Background

2. Performance appraisal is a process for individual employees and their line managers, to discuss their performance and development, as well as the support they need in their role. It's used to both assess recent performance and focus on future objectives, opportunities and resources needed.
3. The Council already has performance appraisal arrangements in place across the authority. However, a review of these arrangements has been

carried out to improve on what we already have in line with best practice and to take into account recommendations from the Wales Audit Office.

4. This review has resulted in the development of the new Performance Appraisal Procedure (attached as Appendix 1). This new Procedure has been trialled in two service areas, with feedback from managers and employees being built into the final document. Consultation also took place with employees via the recognised Trade Unions and the Trade Unions have confirmed that they are supportive of the new arrangements. We have developed two Performance Appraisals forms, recognising that for some jobs, the approach to objective setting will be more straightforward than others. The more basic form is shown in Appendix 2.
5. If approved, the Performance Appraisal process will be applicable to all employees of the authority (except those employed by School Governing Bodies). An action plan has been developed to communicate this new process to all employees and provide awareness raising sessions for managers and employees to ensure all parties are aware of their role in the process.

Financial Impact

6. There are no financial implications. The new Performance Appraisal process will support the existing business planning processes that operates throughout the Council

Workforce Impacts

7. It is proposed that the new Performance Appraisal process will have a positive impact upon the performance of the Council as a whole and individual employees.

Legal Impacts

8. There are no associated legal implications

Risk Management

9. There are no associated risks

Consultation

10. There is no requirement under the Constitution for external consultation on this item.

Recommendations

11. It is RECOMMENDED that members APPROVE the introduction of the new Performance Appraisal process.

Reasons for Proposed Decision

12. To allow the introduction of the new Performance Appraisal process to ensure a consistent and robust process in in place for all employees of the Council.

Implementation of Decision

13. The decision is for immediate implementation.

Appendices

Appendix 1 - Performance Appraisal Procedure

Appendix 2 - Appraisal Scheme for roles with limited objectives

List of Background Papers

14. None

Officer Contact

15. Sheenagh Rees, Head of HR, 01639 763315

Chris Walsh, HR Officer, 01639 763408

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Performance Appraisals



Human Resources

APPROVED BY

Personnel
Committee

DATE

January 2016

EDITION/VERSION

Version 1.2

REVIEW DATE

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1. INTRODUCTION

This guide is for all Neath Port Talbot Council employees, whether you give or receive performance appraisals. It gives you the information and tools you need to make the most of the performance appraisal discussion. Each section focuses on a different stage of the performance appraisal.

2. WHAT IS A PERFORMANCE APPRAISAL?

Performance appraisal is a two-way discussion; when carried out well, it actively involves employees, helping them to understand what is expected of them. By setting agreed objectives and regularly reviewing progress, employees become responsible for their own performance.

What is different about the new form? The council now has a new performance appraisal form. The form has been developed with managers and staff. The form;

- focuses on the discussions between managers and staff during the appraisal meeting, rather than just the completion of the form
- is shorter and easier to complete
- focuses mainly on the past year's achievements
- enables recording of future targets, outcomes and development needs
- provides examples of questions to facilitate discussions on what has been achieved and how (the behaviours).

3. WHO SHOULD HAVE A PERFORMANCE APPRAISAL?

Every Neath Port Talbot employee with a permanent or temporary contract should receive a performance appraisal, which includes a mid-year review for Corporate Directors and Heads of Service. If the nature of an employee's work does not suit the lengthier performance appraisal, e.g. they work for a few hours per day, then fewer objectives should be set.

With the increase in partnership working and other forms of work, some of your team members may not formally be your own staff (e.g. agency or staff on secondment from another organisation). As a manager, you should still regularly review performance and give feedback to the individual (and their employing agency if appropriate).

4. WHEN SHOULD PERFORMANCE APPRAISAL HAPPEN?

Performance appraisals should be completed as follows:-

- Corporate Directors end April
- Heads of Service end May
- All other employees – after May but before the end of the financial year,

There may be occasions when a performance appraisal needs to be deferred. For example, if someone has recently returned from maternity leave and there is insufficient information about their performance to conduct a meaningful discussion. This does not mean that the discussion should never happen, but a new date should be arranged.

For new starters, objectives should be set during the induction period.

5. WHAT ARE MY RESPONSIBILITIES?

Too often, appraisals are seen as a one-off annual event unconnected to our everyday tasks. Successful appraisals are the outcome of ongoing, regular two-way discussions between the manager and employee during the year.

One way to ensure a positive discussion at the appraisal meeting is for everyone to understand their own role and responsibilities as outlined below. **(The letters of a different font below correspond to this area of the policy document's intended reader, M for managers, S for Staff, and R for Reviewers)**

M – If you are a manager, you are expected to:

1. Lead individual performance appraisal discussions with staff that you directly line manage. The discussions must include:
 - review of past performance
 - an agreed work plan with smart objectives which will contribute to the delivery of your local business plan and the overall council plan
 - an opportunity for the employee to respond to feedback and raise points
 - a written record of the discussion (using the appraisal forms) which is signed by the manager, the employee and the manager's manager (reviewer)

2. Regularly review performance and progress by:

- revising and updating objectives, if necessary
- using one-to-one meetings to discuss development activity planned or undertaken

3. Give positive and/or constructive feedback:

- all the time
- during one-to-one meetings
- informally, as part of day-to-day working

4. Tackle under-performance constructively and promptly:

- by giving feedback, setting targets for improvement and providing support and development

5. Sponsor agreed learning and development activities by:

- allocating time for the activities to be undertaken
- evaluating the impact on performance of individual development activities, bearing in mind that the effect may not be immediate

6. Ensure that the process is applied consistently and fairly by applying:

- the Council's Equal Opportunities policies, ensuring that issues of equalities and diversity are considered throughout the work objective setting and development planning process
- sensitivity and judgment when using the appraisal process to meet individual and service needs

7. Confirm appraisals have been completed by:

- ensuring that the date of the performance appraisal and mid-year review have been recorded on the appraisal form
- providing a copy of the completed appraisal form to the reviewer

S – If you are receiving an appraisal, you are expected to:

1. Take ownership of your development and performance by:
 - working towards meeting agreed objectives and standards
 - actively monitoring your own progress against targets and keeping your manager informed of difficulties you may be facing
 - listening to constructive feedback and acting on it
 - participating fully in development activities and assessing the impact they have had on your performance

2. Prepare for and participate fully in performance appraisal discussions by:
 - gathering evidence about your performance
 - generating ideas for service improvement and your own development
 - completing the self-assessment in advance of the meeting and providing copies to your manager

R – If you are a reviewer, you are responsible for:

1. Reviewing the completed performance appraisals that your subordinate managers have carried out. With each form, you should ensure that:
 - suitable objectives have been set
 - performance has been assessed fairly, using evidence
 - the appraisal is of a good quality in that it will effectively contribute to improving performance
 - the process is being carried out and used fairly and consistently; and that equality and diversity issues are considered when setting work objectives and in planning development activity.

2. Feeding identified development needs into the planning for your service

6. HOW SHOULD I PREPARE?

This section covers:

- Gathering evidence
- Completing the self-assessment
- What to consider when assessing performance

To get the best out of an appraisal meeting, both the manager and employee need to prepare. Remember an appraisal meeting is:

- a two-way discussion
- an ongoing process, not an annual event. Managers and employees both have responsibilities for ensuring that appraisals are successful. Providing feedback is critical to improving performance.

S – Employee preparation

- Gather evidence about your performance by seeking feedback from colleagues and customers and reviewing your own one-to-one notes
- Complete the self-assessment and long term development section (latter is optional) prior to the meeting taking place

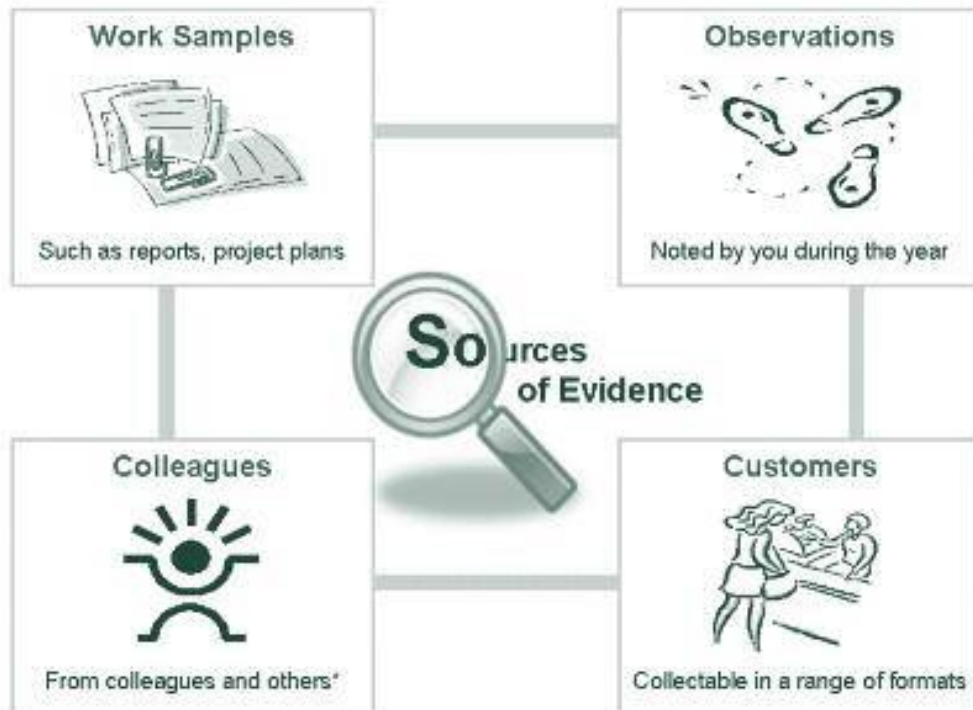
Completing the self-assessment

You should complete this section (**Part 2 of Appendix B**) before your appraisal meeting. Your answers to these questions will help both you and your manager to start thinking about your achievements, key learning points and development needs.

Try to be specific when answering the questions so that you can clearly identify what your strengths are, what you have developed and what you need to develop. During your performance appraisal meeting, you will discuss the answers you have provided and your manager will give you feedback on your performance throughout the year.

Sources of evidence

There are several sources of evidence you can use to help you make an objective assessment of performance. Some options are shown in the following diagram.



* Feedback that you have received from other colleagues should be treated with caution, especially if it is negative, as you are not able to provide first hand experience of the event or behaviour.

Career Aspirations

S – The purpose of this section is to provide employees with a formal opportunity to discuss their career aspirations.

This section is optional and is for the employee to decide if they want to complete it. If you do, this section needs to be completed as part of the self-assessment (i.e. before the appraisal meeting). This is so that both you and your manager have had time in advance of the meeting to prepare for a meaningful discussion.

M – Manager preparation

- Gather evidence to ensure a fair assessment
- Consider what objectives, competencies and development should be set
- Review the information provided to you by the employee for self-assessment and long term development
- Set a date for the appraisal meeting

When providing constructive feedback to an employee, ensure that you have more than one example to support your view. If the particular behaviour only occurred once, this may need to be highlighted but is not necessarily a developmental issue.

And if employees are under-performing?

The most effective way to tackle underperformance is to approach the individual as soon as the situation arises. Constructive feedback should be used to highlight the area of concern, and include suggestions on how the situation can be better handled next time. Guidance on giving feedback is in the next section.

A record of the discussion should be kept, along with the agreed actions to be taken to improve. You should monitor improvement, and discuss with the employee as necessary. Discussions about under-performance should not be left until the annual appraisal meeting. The appraisal discussion should contain no surprises or feel uncomfortable for you or your team member.

Where performance or conduct continues to be an issue, it may be necessary to take formal action. **Consult the Managing Performance policy/procedure for further guidance.**

7. SETTING SMART OBJECTIVES CHECKLIST

You should use this checklist to help you meet the SMART criteria for the objective setting element of performance appraisal. It is best to prepare for this in advance of the meeting, as setting SMART objectives takes time. SMART stands for Specific, Measurable, Achievable, Realistic and Resourced and Time-bound.

Specific

You will know if it is specific enough if:

- Everyone who is involved knows that it includes them specifically
- Everyone involved understands their role
- The objective is jargon free
- You have a clear terms of reference

Measurable

How will you know you have achieved your objective? How will you measure success? Remember, in appraisals you need to make an end of year assessment on whether each work objective has been met. To do this successfully, ongoing observation and documentation is required.

Achievable

There is no point starting a job you know you can't finish. Decide if it is achievable by knowing if:

- It's measurable
- Others have done it successfully before you or elsewhere
- It's theoretically possible
- It fits in with your existing role and commitments

Resourced

Is about ensuring the necessary resources (people /time /money /opportunity) are available to complete the objective. Think about:

- Has this objective been sponsored by the appropriate authority?
- Have you and others responsible committed to achieving this objective?
- Do you and all involved have the required skills to achieve the objective?
- Are all the other resources money, time & opportunity in place?

Time-bound

Is all about setting deadlines, without it you would find it difficult to measure progress against your objectives. If the objective cannot be time-bound, think about:

- Can the objective be broken down further, or
- A success criteria be set for the end of year appraisal relevant to the continuing activity

8. WHAT SHOULD WE DISCUSS AT THE MEETING?

This section covers:

- Setting Objectives
- Personal behaviours (NPT Operating Principles) – See Appendix C
- Development Planning

The appraisal discussion focuses on reviewing past performance (the sign-off) and setting new work objectives for the coming year. Remember this is a two-way process, with both the manager and employee contributing to ensure the process is both fair and effective.

A good way to start the discussion is to review what information has been provided in the self- assessment. Managers can give their own thoughts on what has been written. At the end of the appraisal year, when making assessments of whether objectives have been met and development of competencies achieved, feedback should also be given.

MS – Setting Objectives

Effective objective setting is crucial to the performance appraisal process. This part of the discussion clarifies to employees exactly what is expected from them. It also provides the opportunity to agree what support managers need to provide in order to help the employee achieve their objectives.

Objectives should:

- Contribute to the delivery of your business plan
- Be SMART (Specific, Measurable, Achievable, Realistic and Resourced, Time-bound)
- Be tailored so that they consider an individual's abilities, experience and aspirations
- Be stretching/challenging so that the individual has an opportunity to develop new skills and experiences (this refers to the quality of the work not quantity)
- Be supported by the individual's development plan
- Be reviewed regularly
- Be amended if circumstances arise that affect the business objectives, e.g. new policies/priorities, changing customer needs
- Be in line with Neath Port Talbot's aims –
 1. Community Leadership
 2. Economic Prosperity
 3. Education and Lifelong Learning
 4. Better Health and Wellbeing
 5. Environment and Transport
 6. Community Safety
 7. Confident Communities
 8. Service Quality and Improvement

An example objective for a Service Administration Officer could be

<p>Business Plan Objective To ensure best use of available resources by improving cost and efficiency</p>	<p>End of year assessment <i>(to be completed by Manager)</i> not met 7 met exceeded no longer required</p>
<p>SMART Objectives <i>(what this means to me)</i> 1. Meet fortnightly with service administrator in West team to review case files and quality check the contents 2. Produce a budget monitoring report every month for manager.</p>	<p>Performance Measure / Output 1. Increase the accuracy of case management reports so that 95% meet QA standards. 2. Produce a budget monitoring report in time for the monthly team meeting.</p>

M – How many objectives?

For senior officers (e.g. Principal Officers and Heads of Service) the appropriate number of objectives is open ended.

For others, up to five objectives can be set for employees. Fewer objectives may be set if employees are:

- Employed on a casual contract or work part- time hours
- Part of a team where there are several others fulfilling the same role
- Not office-based

It may be appropriate for you to set the objectives for these employees in advance of the appraisal meeting, especially if you have a number of employees fulfilling the same role.

9. DEVELOPMENT PLAN

Neath Port Talbot Council takes the view that investing in the development of all its employees is a priority, and should be planned, implemented and evaluated to ensure it is effective. Development planning is a key component of performance appraisal, as it provides the opportunity to discuss the support an individual needs to meet their objectives. The development planning discussion has two parts: short-term and long-term.

Short-term development should be focussed on supporting the achievement of business objectives and development of competencies for the coming year.

It is the employee's decision whether to complete their long-term career goals.



S – Planning your development

Your answers to the self-assessment and long-term development questions can be used as a basis for discussion about your development plan. It is important that you are aware of your development needs and consider how they can be addressed.

Development activities will be most effective if you apply your learning to your work. You should discuss with your manager how you can make the most of the development you undertake. Achievement of your long term career goals and development remains your responsibility.

M — The short term development plan should include details of:

- The development objective
- Why it is needed
- How the objective will be achieved and by when

Remember- development takes time! No-one becomes an expert overnight.

When selecting development activities, try to avoid focusing only on training courses, as there are many ways that an individual can develop. The effectiveness of a development activity can be influenced by a person's learning style. See the Tools section for a definition of learning styles.

M – Supporting long-term career goals

An individual's answers to the long-term career goals question should give you an indication of what they are aspiring to. You should use the information as a basis for discussion. Where possible, share your experience, knowledge and networks to generate ideas for developing a plan.

In supporting long-term development, consider the following:

- What could be learnt or developed in the employee's current role that could contribute to their aspirations?
- Could shadowing in another directorate/service help the employee?
- Could voluntary work be useful in contributing to long-term goals?
- How could the development activities benefit the service/organisation in the long-term?

By the end of the discussion you should be able to establish what actions both you and your employee will take in order to work towards those objectives. Long-term development remains the responsibility of the employee, but should be supported by managers where possible.

M – Evaluation

Following the completion of a development activity, you should discuss the impact it has had on the employee during subsequent one-to-one meetings. The level of impact also needs to be noted on the appraisal form. This may also be an opportunity for you to provide feedback on any changes you have observed in the employee's behaviour as a result of the activity.

To increase the effectiveness of development activities further still, try to discuss how the employee's development can continue to be built upon. For example, if they have attended a course on project management, it may be useful to consider which projects they could become involved in over the course of the year.

MRS – Comments and Sign-off

The final section of the performance appraisal form can be used to make additional comments that the manager, employee or reviewing manager may have. If for any reason an employee is unhappy with the outcome of their performance appraisal or would like to record any mitigating circumstances that may have affected performance, this should be recorded in the comments section. Once manager and employee comments have been made, the form should be passed to the reviewing manager.

10. ASSESSING PERFORMANCE

Checklist

This checklist is useful at the end of the year when you are discussing performance against work objectives and during the year when you routinely monitor and coach your employee.

Consider some of these questions when assessing performance:

- Has the employee met the work objective?
 - How have you measured this and is the employee aware of how achievement is measured?
 - Have you monitored success and reviewed them in one-to-ones?
- What was the impact of not meeting the objective (for internal and external customers)?

- How can the employee help themselves to do better?
- How can you support the employee in improving performance?
- What can the organisation do to support the employee? Can this be linked to their or your development objectives?

Underperformance can be caused by many factors. When addressing underperformance, consider the following:

- Did you give/offer the employee adequate training/development opportunities?
- Does the employee have the skill and competencies necessary for the job? If not, how can these be developed?
- Does the employee understand what is expected of them?
- Have you provided the employee with adequate tools and resources?
- Are there any processes or systems in place that make it difficult for the employee to achieve their objectives?
- Has anything changed in the employee's work situation or environment?
- Has anything happened in the employee's personal life that could be affecting his or her work?

11. ASSESSING PERFORMANCE FAIRLY

– How to use evidence

Once you have gathered evidence, you need to use it to make an assessment of the employee's performance. Consider:

- How does the individual's behaviour compare to the expected standard?
- What was the impact of the employee's behaviour?
- If you do not work in close proximity to your employees or do not see them often because they are located at a different site, consider other ways in which you can make observations and obtain feedback.
- What other factors may be affecting an employee's performance such as stress at home or work, poor health, development needs and or motivation?

An effective performance appraisal system is one that is fair. This means ensuring that you fulfil your obligation to evaluate your employees' performance and development needs in a consistent and fair manner. This includes ensuring that you do not discriminate on the grounds of gender, race, disability, sexual orientation or age.

With disabled staff you should ensure that appropriate reasonable adjustments have been made in their roles and that you take these into consideration when assessing performance, acknowledging that differences in how the role is performed may not necessarily mean that the duties are not being fulfilled.

Consult the Equal Opportunities policy for further information.

Other Potential Biases

Halo vs. Horns

This effect can happen when we have a favourable or unfavourable reaction to someone and generalise this to form a judgement about them.

Like me

It is also common for people to rate another person favourably because they perceive characteristics in an individual that are similar to themselves. From this, it is then easy to assume that they will perform in the same way as you do.

So, how do you stop yourself from becoming biased?

Be aware of:

- Judging personality or work style
- Assuming you know what someone's behaviour means or intentions were
- Giving all team members the same rating
- Making assessments based on expectations that your employees are not aware of
- The fact that gender and culture can influence how we assess ourselves and our performance

12. WHAT HAPPENS AFTER THE MEETING?

This section covers:

- What reviewers need to check
- The purpose of the Quality Check questionnaire

Performance appraisal is only effective if both the manager and employee act on what has been agreed. Throughout the year, one-to-one meetings should be used to review objectives, which may need to be amended to reflect a change of circumstance, e.g. a new service is being delivered. Once completed, the appraisal should reflect the evidence that has been gathered throughout the year.

Q – Ensuring Quality

To ensure that performance appraisals are being conducted to a good standard, each completed appraisal should be checked by a reviewer. The reviewer is responsible for checking that:

1. suitable objectives have been set
2. performance has been assessed fairly, using evidence
3. the performance appraisal is of a good quality in that it will effectively contribute to improving performance
4. assessments are consistent between individuals
5. equality and diversity issues are considered in work objectives and personal development planning

Reviewer's checklist

Below is a checklist of what to check in each section of the appraisal form to ensure it has been carried out effectively.

Personal Details

- Has the employee received regular one-to-ones e.g. in a six month period a full-time employee should have at least four one-to-ones.
- If not, how have evaluations of performance been made?

Work objectives

- Are objectives taken from the business plan? If not, objectives should be revisited.
- Are tasks measurable? If not suggest appropriate tasks.
- If mid-year, have comments been added?
- If end-year, has an assessment been made?

Development Planning

- Have short-term objectives been set to address development needs?
- Has the impact of development activities been evaluated (has the activity made any difference to performance)?
- For longer-term development: could the employees' aspirations be incorporated into the future of the service?

Comments

- Are there any comments to suggest any issues that may need intervention?

If you find that the quality of what is recorded is unsatisfactory, you may need to coach the relevant manager to address any issues, and advise that part of the meeting may need to be carried out again.

S – Quality Check questionnaire

A quality check questionnaire is being developed. Further information will be provided in due course.

M – General Advice

1. Take notes of what occurred during the discussion. Notes are important for providing evidence for auditing, data protection, equality and fairness.
2. Take action. The time spent on agreeing objectives and planning development is only effective if both the employee and manager are committed to carrying out what is agreed.
3. Review, review, review. Performance appraisal should never be a surprise. You should remind yourself and your employee of their objectives and the progress they are making towards those at one-to-one's

13. HOW DO I USE FEEDBACK?

Why is feedback important?

Most people would agree that feedback is a good thing to give and receive, even though it may sometimes feel uncomfortable. Meaningful feedback is an essential part of effective performance appraisal. Feedback increases motivation, supports development and helps individuals to be clear about how to be effective in their role.

Motivation describes the drive a person has to work towards certain goals. By giving feedback, you are highlighting what a person can do more or less of to help them succeed. This makes feedback a very powerful tool.

Development is about building on existing ability. By providing feedback you can signpost where changes in behaviour can be made to further development.

14. HOW CAN I GIVE FEEDBACK?

M — The list below is a practical model for structuring feedback that can be adapted for use with most situations.

Observe

Use only observable behaviours or actions. What did the person specifically do/say or not do/say?

What did you see/hear?

When I see...

Describe

What impact does the behaviour create in your own mind or other people's minds?

Consequences

Describe the consequences that the behaviour creates for other people or the business
And the result or likely result is.

Make and invite positive and constructive suggestions on how the person can act on the feedback. Agree the actions required.

Is this the best way of tackling this issue? What I'd like you to do differently is...

It leads me to think / the impression that it creates is...

The key thing to remember is that feedback should be constructive, whether you are delivering positive or negative information. The receiver of the feedback should know exactly what it was that they did well and not so well, so that they can understand the impact of their behaviour.

Throughout the discussion, you should aim to seek agreement so that both parties can move forward. This is illustrated in the example below:

Manager: I've noticed that you appear to be getting angry with other members of the team when they have approached you. Some of your colleagues have come to me and expressed that you have not been very responsive in providing them with the information they need. How do you perceive the relationship with your colleagues?

Employee: I know I've been losing my temper with some people. Sometimes their requests get on top of me and I lose track of what I'm doing.

Manager: Have you noticed when you are most likely to lose your temper?

Employee: It's probably when I'm in the middle of monitoring the budget for the project.

Manager: I see, and that requires a lot of concentration doesn't it? Maybe we could think of different ways that you could work when you're doing budget monitoring... in future, maybe you could ask people to send their requests by email, and deal with them all in one go. Also, if you need somewhere quiet to work, you could block out some time to work on the budget in my office instead.

In this example, the individual has recognised that they have been showing negative behaviour and that it has been affecting the relationship they have with their colleagues. The manager has helped the employee consider when the behaviour is most likely to emerge and suggested ways in which it can be prevented from happening in fairly simple ways.

15. RECEIVING FEEDBACK

S – You should feel encouraged to respond to the feedback you receive. There may be occasions when you do not agree with feedback, and you have a right to say this and give your reasons. For example, there may have been mitigating circumstances that affected your performance which your manager may not have been aware of. A key purpose of feedback is to decide on some action, to be taken. This is illustrated in the following

Example:

Manager: I note from your self-assessment, you have been finding it difficult to write the analysis on the budget figures for the project. Are you having trouble understanding the financial information?

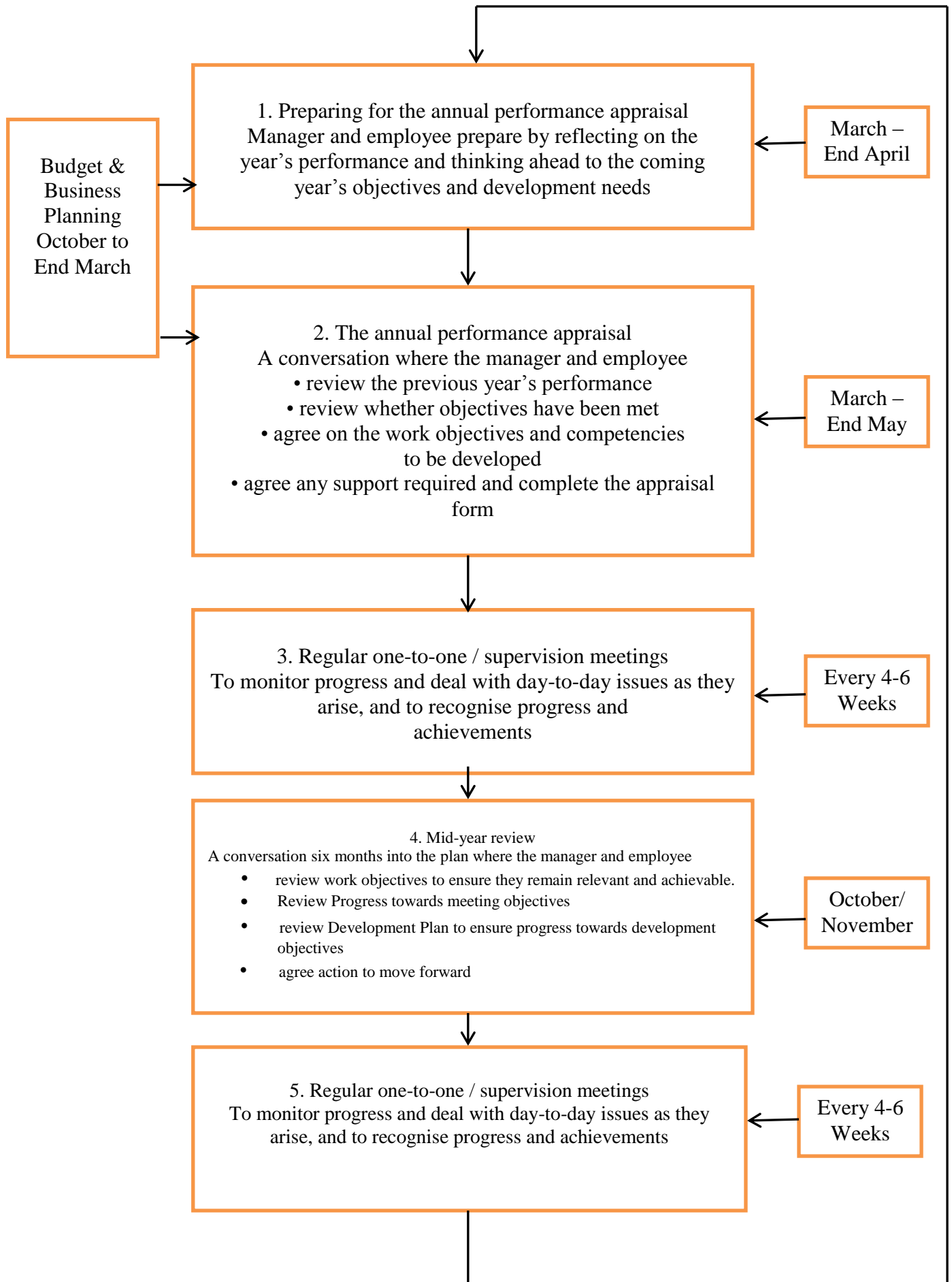
Employee: I do struggle when it comes to finance. I don't always understand what the different figures mean, so it might help if I had some training or someone to talk it through for me.

Manager: Well I can book in some time with you to go through the budget printout and make sure you understand what the figures mean. Then we could plan out the report together.

Tips for receiving feedback

1. Say 'thank you', to avoid becoming defensive, and acknowledge the effort the other person has made
2. Ask questions if you are unclear about what is being said
3. Prompt for constructive feedback e.g. ask
"What could I do to...?"

Appendix 1
Appendix A - The Appraisal Cycle



Performance Appraisal Review Form



Human Resources

TO BE COMPLETED IN ELECTRONIC FORMAT AND PRINTED FOR SIGNATURE PURPOSES ONLY

Performance Appraisal Review Form				
Employee Name				
Job Title				
Department				
Payroll Number				
Review Period				
Line Manager				
Part 1 – Job Description				
Do the current duties and responsibilities of your post match your agreed job description?	Yes		No	
If no, please outline the required amendments				
Part 2 – End of Year Review – Personal Objectives				
<p>Self-assessment summary of achievement against each Personal Objective NB: Details to be entered below by the <u>appraisee</u>. Bullet Points Recommended.</p>				
<p>How well have I performed against my objectives over the last review period? What evidence do I have to support my achievements?</p>				
<p>What aspects of my role have changed, if any?</p>				
<p></p>				

What aspects of my role am I very good at?

What areas could I improve in?

**What specific contribution do I feel I have made to my team or department?
Am I working in line with the expected personal behaviours?**

What development activity have I carried out during the last review period and how has this helped me in my role?

What additional skills, knowledge or support would help me improve my performance in my role?

Do I have any particular career aspirations I would like to discuss?

Any other work related issues?

Are there any other matters which the appraise wishes to discuss with the appraiser which are not referred to elsewhere in this document?

Part 3 – Personal Objectives (Current Financial Year)

Notes: Details of Personal Objectives to be recorded below by the appraisee to reflect what was agreed with the appraiser at the start of the appraisal cycle.

If no objectives were agreed for 20___/20___ (This Financial Year), please include details here about the priorities which you (the appraisee) have pursued during 20___/20___ (This Financial Year)

Objective/Priority 1**Objective/Priority 2****Objective/Priority 3****Objective/Priority 4****Objective/Priority 5****Objective/Priority 6****(Add more rows as necessary)**

Appraiser's End of Year Commentary

Achievement of Personal Objectives:

Performance Score Criteria		
Score	Performance	Tick
5	<p style="text-align: center;">Excellent Performance/Exceeded Objectives</p> <p style="text-align: center;">Not only met all agreed objectives but delivered over and above by taking on and delivering additional objectives</p>	
4	<p style="text-align: center;">Good Performance/All Objectives Achieved</p> <p style="text-align: center;">Met all agreed objectives set at previous appraisal</p>	
3	<p style="text-align: center;">Satisfactory Performance/Majority of Objectives Achieved</p> <p style="text-align: center;">Most objectives met as set at previous appraisal</p>	
2	<p style="text-align: center;">Poor Performance/Some of the Objectives Achieved</p> <p style="text-align: center;">Less than half of the objectives met</p>	
1	<p style="text-align: center;">Unsatisfactory/No Objectives Achieved</p> <p style="text-align: center;">None of the last years' objectives met</p>	

Part 4 – Personal Objectives (Next Financial Year)

PLEASE READ GUIDANCE NOTES BEFORE COMPLETING THIS SECTION

20___/20___ (Next Financial Year) Personal Objectives

NB: To be completed by appraiser. Bullet points recommended.

Please add extra objectives if necessary.

SMART objectives required (Specific; Measurable; Achievable; Realistic; Timely)

Objective/Priority 1

Objective/Priority 2

Objective/Priority 3

Objective/Priority 4

Objective/Priority 5

Objective/Priority 6

(Add additional rows as necessary)

Part 5 – Personal Development/End of Year Review – Individual Learning Plan (ILP) (Current Year)

20___/20___ (This Financial Year) – Individual Learning Plan (ILP) Activities

Career Aspirations	Tick
Continued Development of Current Role	
Ready for Progress Now	
Potential in 3+ Years	

Further Comments:-

NB: Details to be recorded below by the appraisee to reflect:

- a) What was agreed with the appraiser at the start of the appraisal cycle; and**
- b) What subsequent learning and development activities you pursued during 20___/20___ (This Financial Year)**

If no ILP activities were agreed for 20___/___ (This Financial Year), please included details here about the learning and development activities which you have pursued during 20___/20___ (This Financial Year) Bullet points recommended.

1

2

Appendix 1

3

4

5

6

(Add additional rows as necessary)

Appraiser's Comments:-

Appraisee's Comments:-

Part 6 – Individual Learning Plan (ILP) (Following Year)

20___/20___ (Next Financial Year) – Individual Learning Plan (ILP)

To be agreed between the appraisee and appraiser, including any succession planning activities, taking into account the outcomes arising from Parts 2, 3, 4 and 5 of this Performance Appraisal Process. Bullet Points Recommended.

- **Planned personal development activities**
- **How will these be achieved?**
- **By when?**

1

2

3

4			
5			
(Add additional rows as necessary)			
NB: Countersignatory arrangements are as follows, with similar principles to apply as the performance appraisal process is cascaded to other levels of staff:			
Appraisee	Appraiser	Countersignatory	
↓	↓	↓	
Corporate Director	Chief Executive	Leader	
↓	↓	↓	
Head of Service	Corporate Director	Chief Executive	
↓	↓	↓	
Senior Officer	Head of Service	Corporate Director	
Signatures Necessary if Contents Agreed			
Signed (Appraisee)		Date	
Signed (Appraiser)		Date	
Signed (Countersignatory)		Date	

Personal Behaviours - how is it to be achieved?

To act at all times in accordance with the requirements of the following **NPT Council behavioural frameworks** and to also personally champion these behaviours, as set out in the NPT Operating Principles and the NPT People Charter.

NPT Operating Principles

- The **purpose** of our services is to deliver **what matters** to our customers. The role of our support services is to help frontline staff to deliver what matters to the people who use our services
- Our systems will be designed by the staff working in them, to deliver what our customers want, in the most efficient, easiest way we can
- We will identify our customers by understanding who the system was set up to serve
- We will design our systems so it is easy for our customers to access the service they need
- Managers will spend time with staff in the workplace, to understand how the systems work
- Managers will remove obstacles that prevent staff doing what matters for our customers
- Our measures of performance will be designed to tell us how well we are meeting the needs of our customers. Managers will use these measures to investigate and understand why performance varies and then act on the system to improve performance
- We want everyone to challenge any work that is not adding value
- We will understand the nature of demand on our services and take action to remove any that is preventable. We want to get things right first time
- Decisions will be based on data, knowledge and evidence
- We trust our staff and will encourage everyone to take responsibility to do what matters for our customers
- Managers will encourage and support staff to identify how we can improve and then to make the changes
- Managers will work with their staff to manage the risks associated with change. This may mean changing our audit, financial and other rules and policies and procedures where necessary to make sure that they are proportionate to risk

NPT People Charter

This **People Charter** sets out what the Council expects from everyone who works for the Council and what they, in return can expect from the Council.

The Council will:

- Promote a culture of pride in working for a high performing Council
- Value your contribution and celebrate success
- Act with trust, integrity, respect, openness and transparency
- Value diversity and promote fairness and equality of opportunity
- Keep you informed and consult you in a meaningful way about council business decisions which affect you
- Promote decision-making based on data, knowledge and evidence
- Engage and involve you in designing new ways of working
- Support you through change
- Promote your wellbeing within a healthy and safe workplace

Our leaders and managers will:

- Clarify your role and duties within the Council, along with acceptable standards of performance, conduct and behaviour
- Continuously develop the skills and experience needed to effectively lead, manage and develop you and your colleagues
- Offer encouragement and support to help you perform to the best of your ability and to support you to maximise your attendance
- Seek to resolve any potential workplace conflict informally and at an early stage through listening, understanding and a mutually agreed outcome, with the aim of moving to formal procedures only where necessary
- Spend time with you in the workplace to understand how systems work and to take responsibility for removing obstacles that prevent you from “doing what matters” for our customers
- Promote and support team working, sometimes as a leader and sometimes as a team member
- Ensure that you have an annual performance appraisal and development review which establishes clear work objectives and support for you and your team
- Provide you with regular and constructive feedback about how you and your team are performing

Appendix 1

- Request and properly consider your ideas about improved ways of working
- Take into account the potential impact on you and your team of all work-related changes which may be contemplated
- Consult you and the trade unions about workforce matters in a meaningful way and at the earliest opportunity

We ask all employees to:

- Take pride in being an employee of Neath Port Talbot Council and to actively promote its reputation at all times by putting your customer first and delivering “what matters” to them.
- Take time to understand how you personally, and your team, contribute to the achievement of the Council’s priorities.
- Demonstrate a “can do” approach
- Continually improve your own performance, and the services you deliver
- Make the best of the opportunities which are available to learn and develop
- Be a team player, building effective working relationships and treating others with dignity and respect
- Raise any concerns you have at an early stage
- Maximise your attendance at work
- Be open to new ways of working, including putting forward your own ideas for change and improvement
- Constructively challenge any work which is not adding value
- Be aware of your role in the safeguarding of vulnerable children, young people and adults because this is a role for every employee in our workforce
- Ensuring that you understand and comply with the Council’s Employee Code of Conduct and any other codes of competence or standards which may apply to your job

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Appraisal scheme roles with limited objectives

For some roles, the full Performance Appraisal may not be suitable. This is only likely to be in roles where there are limited objectives.

Whilst managers retain discretion in relation to which form to use, this simplified appraisal is not designed to support roles:

- With managerial responsibilities
- With professional registration requirements
- With frequent training needs (e.g. care based roles)
- Where there is a need to review case loads, assignments or projects

Appraisal Form for roles with limited objectives

Name Employee Number.....

Job title

Department

Length of time in post Date of appraisal __/__/__

1. Job description (amendments to be agreed with the employee and recorded)

2. Assessment of performance (tick as appropriate)

Supervisor's Comments	A Well ahead of standard	B More than satisfactory – slightly above job requirements	C Less than satisfactory – needs slight improvement	D Unsatisfactory – below the standard reasonably expected
Volume of work How does the amount of work done compare with the job requirements?	<input type="checkbox"/> Exceptionally high output	<input type="checkbox"/> Output is usually above average	<input type="checkbox"/> Output is occasionally unsatisfactory	<input type="checkbox"/> Insufficient – improvement needed
Job knowledge Does the employee have the knowledge to do the job properly?	<input type="checkbox"/> Exceptionally thorough knowledge of own and related work	<input type="checkbox"/> Good knowledge of own job and related work aspect	<input type="checkbox"/> Lack of job knowledge sometimes hinders progress	<input type="checkbox"/> Inadequate knowledge of own work
Safety awareness Consider in regard to safe working practices	<input type="checkbox"/> Highly motivated towards safety. Always insists on safe working practices	<input type="checkbox"/> A good attitude to safety and encourages others likewise	<input type="checkbox"/> Sometimes has to be reminded of safety precautions at work	<input type="checkbox"/> Disregards basic safety precautions

	Supervisor's Comments	A Well ahead of standard	B More than satisfactory – slightly above job requirements	C Less than satisfactory – needs slight improvement	D Unsatisfactory – below the standard reasonably expected
Dependability How well does the employee follow procedures?		<input type="checkbox"/> Always thoroughly reliable	<input type="checkbox"/> Little supervision required	<input type="checkbox"/> Requires more frequent checks than normal	<input type="checkbox"/> Requires constant supervision
Teamwork How well does the employee work with others to accomplish the goals of the job and work group?		<input type="checkbox"/> Works extremely well with others and responds enthusiastically to new challenges	<input type="checkbox"/> Co-operative and flexible	<input type="checkbox"/> Usually gets along reasonably well but occasionally unhelpful	<input type="checkbox"/> Unco-operative, resists change
Work planning Consider employee's success in planning own work		<input type="checkbox"/> Displays excellent planning ability	<input type="checkbox"/> Organises work well	<input type="checkbox"/> Needs to improve some aspects of work planning	<input type="checkbox"/> Does not plan effectively
Communication How effective is the employee at verbal and written communication?		<input type="checkbox"/> Exceptionally effective in all written and verbal communication	<input type="checkbox"/> Usually a good communicator	<input type="checkbox"/> Some difficulties with written and/or verbal communication	<input type="checkbox"/> Does not communicate effectively
Overall marking		<input type="checkbox"/> Well ahead of standard performance	<input type="checkbox"/> More than satisfactory – slightly above job requirements	<input type="checkbox"/> Less than satisfactory – needs slight improvement	<input type="checkbox"/> Unsatisfactory – below the standard reasonably expected

General comments by supervisor on this assessment

.....

Signed.

General comments by supervisor manager

.....

Signed.

Comments by employee

.....

Signed.

Action plans

Action plan agreed to develop employee and/or the job

Include any training or counselling requirements

.....

Career development – possible steps in career development

.....

Agreed action plan – job and development objectives – time scale

.....

By virtue of paragraph(s) 12 of Part 4 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

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