

Personnel Committee

20 November 2025



Reading
Borough Council
Working better with you

Title	Head of Paid Service – Confirmation of Performance Review Arrangements	
Purpose of the report	To note the report for information	
Report status	Public report	
Executive Director/ Statutory Officer Commissioning Report	Louise Duffield, Executive Director Resources	
Report author	Kathryn Cook, Assistant Director HR&OD	
Lead Councillor	Councillor Ellie Emberson	
Council priority	ALL	
Recommendations	1. That Personnel Committee notes the performance review arrangements for the Head of Paid Service.	

1. Executive Summary

- 1.1. The Council's constitution sets out the responsibilities of Personnel Committee in respect of the performance of the Head of Paid Service. This report updates Personnel Committee in respect of the arrangements for the performance review and target setting processes for the Head of Paid Service as required in the Constitution.

2. Policy Context

- 2.1 RBCs Constitution sets out the responsibilities of Personnel Committee. The terms of reference for Personnel Committee are at Appendix A. The responsibilities of the Committee in respect of the Head of Paid Service's performance are at Section 3 of the Appendix.
- 2.2 RBC has a well-established performance review process for all employees which includes:
- Regular performance conversations and 1:1s between the individual and their line manager
 - The setting of performance objectives ahead of the 'performance year' – April to March
 - Identification of any development needs
 - Formal annual performance reviews against which the achievement of objectives and development needs are discussed, and overall performance is considered.

3. Arrangements in respect of the Head of Paid Service

- 3.1 The Leader of the Council is responsible for setting performance targets for the Head of Paid Service each year. These performance targets are regularly reviewed, and the Leader holds regular performance discussions with the Head of Paid Service to actively

manage on-going performance. If any development is required, this would also be discussed as part of these ongoing discussions.

4. Contribution to Strategic Aims

4.1. The Head of Paid Service has wide ranging responsibilities for the delivery of the agreed Council Plan and the management of resources required to deliver it. The Head of Paid Service's responsibilities address all five of the Council Plan priorities for the years 2025/28. These priorities are:

- Promote more equal communities in Reading
- Secure Reading's economic and cultural success
- Deliver a sustainable and healthy environment and reduce our carbon footprint
- Safeguard and support the health and wellbeing of Reading's adults and children
- Ensure Reading Borough Council is fit for the future

4.2. In delivering these priorities, the Head of Paid Service is guided by the following set of principles:

- Putting residents first
- Building on strong foundations
- Recognising, respecting, and nurturing all our diverse communities
- Involving, collaborating, and empowering residents
- Being proudly ambitious for Reading

5. Environmental and Climate Implications

4.1 The responsibilities of the Head of Paid Service include actions within the Council Plan relating to Environmental and Climate Implications.

6. Community Engagement

6.1. The responsibilities of the Head of Paid Service include actions within the Council Plan relating to Community Engagement.

7. Equality Implications

7.1. The responsibilities of the Head of Paid Service include actions within the Council Plan relating to Equality and Diversity of the Council as an employer as well as responsibilities for ensuring that the council meets its legal requirements, including under relevant legislation.

8. Other Relevant Considerations

8.1. None

9. Legal Implications

9.1. The responsibilities of the Head of Paid Service are set out in the Council's Constitution and job description. The Constitution sets out the mechanisms through which the Head of Paid Service's targets are set and how performance is reviewed.

10. Financial Implications

10.1. Not applicable to this report

11. Timetable for Implementation

11.1. The Council's performance review cycle commences in April each year and the 'performance year' runs until the end of March.

12. Background Papers

12.1. There are none.

Appendices

1. **Extract from the Council's Constitution setting out Personnel Committee's Terms of reference.**

Extract from Reading Borough Council's Constitution in respect of the responsibilities of Personnel Committee

PERSONNEL COMMITTEE

To be responsible for functions exercised under Section 112 of the Local Government Act 1972 namely:

(1) Subject to Officer Employment Procedure Rules set out in the constitution:

- a) to arrange for the appointment of the Council's Head of Paid Service, and make recommendations to Council in this respect;
- b) to appoint Executive Directors, the Monitoring Officer and Section 151 Officer;
- c) to dismiss Executive Directors;
- d) to establish a Panel (Sub-Committee) under section 102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer of the authority, in accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, and which requires the Panel to include at least two independent persons appointed under section 28(7) of the Localism Act 2011;
- e) to settle all matters relating to the above appointments or dismissals unless the decision on the matter is reserved to Council.

(2) To take any decisions affecting the remuneration, terms and conditions of service of the Head of Paid Service;

(3) To undertake performance appraisals of the Head of Paid Service and to set annual targets against which performance can be measured.

(4) To discharge the Council's functions under Section 112 of the Local Government Act 1972, including:

- (a) determining the terms and conditions on which staff hold office;
- (b) approving compensation levels in line with the Council's policies and procedures governing redundancy, medical or early retirement as applying from time to time before notice of dismissal is given to staff below Executive Director level.
- (c) approving matters referred to it by the Local Joint Forum; and resolving matters where it has not been possible to secure agreement at the Local Joint Forum;
- (d) advising the Council and Committees on:
 - (i) the requirements for, and the availability of, human resources necessary for the fulfilment of the Council's policies;
 - (ii) the promotion of good employee relations in the Council;
 - (iii) matters of general employment and personnel concern to the Council;

(iv) the promotion of equal opportunities for all employees of the Council, and in the Council's recruitment and selection procedures, and to monitor the effectiveness of such measures;

(5) To receive from the Assistant Director of Human Resources and Organisational Development twice a year a report on all early retirements and redundancies made in the preceding six months.

(6) To decide on claims for injury allowance made under the Local Government Superannuation (Amendment) (No. 2) Regulations 1982, where the claim and recommendation for consideration are agreed between both management and trades unions.

(7) Where appropriate, to convene an Investigatory Committee to examine matters relating to the conduct or capability of Directors and Heads of Service.

(8) Delegation to Officers

- (a) The responsibilities for making decisions in respect of the matters within the responsibility of this Committee (other than key decisions) are delegated to the officers in the corporate and senior management structure. An officer can only carry out a responsibility if:
 - they (or an officer who reports to them) have budgetary or management responsibility for it and
 - the constitution or the law does not require it to be carried out by someone else.
- (b) Officers do not have to use their delegated powers: they can ask the person or body that delegated the power to them to make a decision or refer the matter to the relevant committee. Officers who have had something delegated to them can authorise officers they line manage to do it on their behalf (unless it was delegated on condition that they do it themselves).
- (c) The Committee can at any time take back responsibilities they have delegated or decide to delegate them on certain conditions.

MEETING AS AN APPOINTMENTS PANEL, in accordance with the Officer Employment Procedure Rules as set out Part 4 of the Council's Constitution "Rules of Procedure"

(9) Where the Council appoints a Personnel (Appointments) Committee or a Sub-Committee to carry out the function of appointing any officer to the positions referred to in paragraph 2.2 of the Officer Employment Procedure Rules, the membership of the Committee or Sub-Committee shall consist of members nominated by the Group Leaders from the political groups represented on the Personnel Committee and should include the Leader and/or at least one Lead Councillor.

Investigating and Disciplinary Committee (Relevant Officers)

To deal with disciplinary matters relating to the Head of Paid Service (Chief Executive), the Section 151 Officer (Director of Finance) and the Monitoring Officer (Assistant Director of Legal and Democratic Services) ('relevant officers'), including the authority:

- To implement sanctions other than dismissal of a 'relevant officer,' including suspension;
- To make representations to the Independent Panel in the event the Committee makes a recommendation to dismiss a 'relevant officer.'

Appeals Committee (Relevant Officers)

To hear appeals from the Head of Paid Service (Chief Executive), the Section 151 Officer (Director of Finance) and the Monitoring Officer (Assistant Director of Legal and Democratic Services) ('relevant officers') in relation to disciplinary matters short of dismissal.

Independent Panel (Relevant Officers)

An Independent Panel, comprising at least two people appointed under section 28 of the Localism Act 2011, to hear from the 'relevant officer' and the Chair of the Investigating and Disciplinary Committee (IDC) and advise Council in the event of a recommendation from the IDC to dismiss a 'relevant officer' i.e., Head of Paid Service (Chief Executive), the Section 151 Officer (Director of Finance) and the Monitoring Officer (Assistant Director of Legal and Democratic Services).

(NB: confirming the dismissal of a relevant officer i.e., the Head of Paid Service, Chief Finance Officer and Monitoring Officer is a matter reserved to Council.