

Report To:	CHIEF OFFICERS' EMPLOYMENT COMMITTEE
Date:	21 JUNE 2023
Heading:	CHIEF EXECUTIVE APPRAISAL PROCESS
Executive Lead Member:	LEADER
Ward/s:	NOT APPLICABLE
Key Decision:	NOT APPLICABLE
Subject to Call-In:	NOT APPLICABLE

Purpose of Report

To seek approval for the proposed appraisal process for the Chief Executive.

Recommendation(s)

Committee is recommended to:

- 1. Approve the process and methodology set out in the report;**
- 2. Delegate responsibility for leading and overseeing the Chief Executive's appraisal to the Leader of the Council in consultation with the Chief Executive, ensuring the appraisal is carried out in accordance with the agreed process and methodology;**
- 3. Delegate authority to the Leader of the Council to decide how other Members have input into the evaluation;**
- 4. Delegate authority to the Leader in consultation with the Chief Executive to appoint an external facilitator to assist with the appraisal process.**

Reasons for Recommendation(s)

To ensure there is a fair, meaningful and transparent process in place for carrying out the Chief Executive's annual appraisal.

Alternative Options Considered

An alternative process may be considered and put forward by the Committee.

Detailed Information

The Purpose of the Appraisal

It is good practice for all employees to have a regular appraisal of their performance. It allows two-way feedback between the employee and their manager and for targets to be set linked to the Council's Corporate Vision and Priorities which provide an objective assessment of individual performance over a period of time.

Conditions of service for Chief Executives are set out in the JNC Handbook and state that the Chief Executive should be subject to an annual performance appraisal linked to his/her responsibilities and accountabilities.

An effective appraisal will:

- Secure continuous improvement in both the individual and corporate performance of the Chief Executive, recognising good performance and addressing poor performance. The appraisal should examine delivery against targets set in the preceding 12 months.
- Identify training or support needs.
- Establish key objectives, priorities and targets for the Chief Executive for the following 12 months. Targets should be linked to the Council's Strategies and Corporate Plan.
- Inform the decision of whether progression through the pay grade is appropriate.

Involvement in the Appraisal

It is for the Authority to decide who should be involved in the appraisal of the Chief Executive. It is usual for the most senior Member (the Leader of the Council) to undertake the appraisal and the report seeks the approval of the Committee to delegate the responsibility for leading and overseeing the process. Authority is also sought to give delegated authority to the Leader of the Council to decide how other Members have input into the evaluation.

It is also good practice for external independent support to be engaged to facilitate the appraisal process to provide impartial advice to both parties. On previous occasions the services of an adviser from East Midlands Councils have supported the Chief Executive's appraisal process. It is therefore recommended that delegated authority be granted to the Leader of the Council in consultation with the Chief Executive to engage an appropriate external facilitator to the appraisal.

Appraisal Framework

There needs to be a clear and consistent framework to review performance of the Chief Executive which is linked to his/her agreed responsibilities. It is proposed to include the following:

- Job description and person specification
- A shared understanding of the Council's plans, objectives, targets and challenges
- A non-political approach to the process
- Two way process whereby the Chief Executive has the opportunity to speak about what he/she would like from Members

- A clear and transparent process for preparation, conducting the appraisals and reporting and recording outcomes
- The process being part of an ongoing relationship between the parties which includes expectations and feedback on performance. The appraisal is the formal element of an ongoing dialogue
- The content of the appraisal meeting is confidential
- The Council's Leadership Competency Framework is taken into account

The Methodology

- The appraisal meeting will be undertaken in the form of a structured discussion with the Chief Executive, facilitated by the external facilitator.
- The Leader and Chief Executive will agree final outcomes and future targets.
- Preparation in advance of the appraisal meeting is crucial. The Chief Executive will undertake a self-assessment based on current responsibilities and against previously agreed targets. The self-assessment will form the basis of the discussions at the appraisal meeting.
- At the appraisal meeting the Chief Executive will report on his/her progress against targets and outline his/her plans and objectives for the forthcoming 12 months including specific challenges. There will then be a two way discussion and include feedback on performance from the Member's perspective, with assistance from the external facilitator, as well as joint agreement of plans, personal and organisational objectives and the personal support and development requirements of the Chief Executive.
- The facilitator will then prepare a report of the actions emerging from the meeting, including the Chief Executive's personal development plan. This should be signed by both the Chief Executive and the Leader and kept on the Chief Executive's personal file. The report will be used as the basis for the next appraisal.
- Based on satisfactory performance, the signing of the report by both parties will activate any pay increment award.

Competency Framework / 360 Degree Feedback

It is recommended that the Chief Executive's self-assessment will also involve 360 degree feedback against the Council's agreed Executive Level competency framework which includes the following:

- Leading Places
- Facilitating system wide collaboration
- Creating Positive disruption
- Developing shared vision
- Leading a High-Performance culture
- Engaging Communication
- Enabling Innovation and Learning
- Displaying genuine concern
- Achieving effective outcomes
- Leading in a political environment
- Acting with Integrity and Authenticity
- Self-reflecting and taking care

The Chief Executive will nominate senior officers, managers and stakeholders to contribute to the 360.

The results of the 360 will be fed back to the Chief Executive by the Leader of the Council, assisted by the facilitator, as part of the appraisal meeting, and will form part of the appraisal report.

Implications

Corporate Plan:

The Chief Executive's appraisal has an indirect impact on the overall achievement of the Corporate Plan in so far as many of the targets will reflect Corporate Plan priorities.

Legal:

There are no direct legal issues identified in the report. [RLD 12/06/2023]

Finance: Costs of any incremental progression will be met from the 2023/24 annual staff cost budget. [PH 13/06/2023].

Budget Area	Implication
General Fund – Revenue Budget	See above
General Fund – Capital Programme	N/A
Housing Revenue Account – Revenue Budget	N/A
Housing Revenue Account – Capital Programme	N/A

Risk:

Risk	Mitigation
Failure to carry out an appraisal with the Chief Executive	The terms and conditions of employment of the Chief Executive sets out the requirement for an annual appraisal. Agreeing the process for the appraisal and appropriate delegations ensures the appraisal is carried out in a fair, meaningful and transparent manner.

Human Resources:

All employees should have an Appraisal and as detailed in the report this is to allow a two way conversation and an effective appraisal will:

- Secure continuous improvement in both the individual and corporate performance of the Chief Executive, recognising good performance and addressing poor performance. It will also identify any support or training if required.

- Establish overall objectives for the Chief Executive in particular with regard to organisational strategies and plans. Furthermore, the appraisal should clarify key objectives, priorities and targets for the next 12 months and a retrospective examination of the targets set in the preceding 12 months.

The proposed Appraisal process is in keeping with good practice and would address the points above.

Environmental/Sustainability

There are no environmental/sustainability issues outlined in the report.

Equalities:

There are no equalities issues as a result of agreeing an appraisal process. The manner in which the process is implemented should take into account individual equalities issues as relevant.

Other Implications:

None.

Reason(s) for Urgency

Not applicable.

Reason(s) for Exemption

Not applicable.

Background Papers

Not applicable.

Report Author and Contact Officer

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