

<b>Meeting: General Purposes Committee</b>	<b>Agenda Item:</b>
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<b>Meeting Date</b>	13 September 2010
<b>Report Title</b>	Chief Executive Appraisal Process
<b>Portfolio Holder</b>	Executive Member for Performance and Total Place
<b>SMT Lead</b>	Director of Corporate Services
<b>Head of Service</b>	Interim Head of Organisation Development
<b>Lead Officer</b>	Interim Head of Organisation Development
<b>Key Decision</b>	<b>No</b>
<b>Classification</b>	<b>Open</b>
<b>Forward Plan</b>	<b>Reference number:</b>

<b>Recommendations</b>	That Members agree to the process for the Chief Executive's appraisal and note that the timetable for the process will be brought in line with all other employees.
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## **Purpose of Report and Executive Summary**

- 1.1 This report sets out the need to formalise the process for appraisal and objective setting between the Council and the Chief Executive.

## **2 Background**

- 2.1 The Local Government Association (LGA) and IDeA have produced guidance (Appendix I) on the most appropriate mechanisms to ensure that there is a balanced and open approach to the objective setting and review of the Chief Executive.
- 2.2 A review process was agreed at the time of appointment of the current Chief Executive and this process has been followed since that time. At the time of appointment the Council did not have an appropriate committee to agree the approach. The General Purposes Committee is a politically balanced group which should consider staff terms and conditions and as is appropriate as the Council Committee to oversee this. The process that was agreed at the time of appointment is set out at Appendix II.

## **3 Proposal**

- 3.1 As an employee the Chief Executive is in a unique position in that the post holder is responsible to full Council. From an operational point of view the Chief Executive will relate mostly to the Leader, the Executive and to the other Group Leaders. Whilst this is a very unusual working situation it is important that the appraisal process closely mirrors the principles of good appraisal applied to all employees.

3.2 With this in mind it is not advised to hold the appraisal with a large committee of people which will not facilitate open, two way feedback and communication. The recommendation is therefore to have the objective setting and appraisal process held by a small working group formed from Members of the General Purposes Committee. The recommended group is:

- the Leader;
- the Deputy leader; and
- the Leader of the main party in Opposition.

The process will be facilitated by an experienced external consultant.

3.3 The timetable and process recommended is set out below:

<b>Month</b>	<b>Activity</b>
January	The Chief Executive undertakes a self review of achievements against the annual objectives and suggests possible objectives for the coming year. This self review is submitted to the external consultant.
January	The external consultant gains informal feedback from the members of the working group on the Chief Executive's performance
Early February	The consultant and Chief Executive meet to discuss progress, development and future targets and to go through the Member feedback
February	After the budget has been agreed by full Council, the working group and Chief Executive meet formally, facilitated by the external facilitator for the formal appraisal and objective setting. The outcome of the agreed objectives to be reported at full Council by the Leader. The meeting to be documented by the external facilitator as the formal appraisal
September	The working group, facilitator and Chief Executive meet to review progress and agree whether performance is satisfactory. If the Chief Executive is performing to a satisfactory level the annual increment will be awarded (up to the top of the grade). The summary of this meeting to be reported back to the General Purposes Committee

3.4 In addition to the Chief Executives appraisal there is the proposal to include a 'grand-parent' role for the Directors with the three person working group. The Directors with the Chief Executive form the most important senior management group in ensuring the delivery of the Council's strategic objectives and this 'grand-parent' review enables Members to directly influence objectives and give feedback. The meeting with the working group would take place annually following the full appraisal of the Director with the Chief Executive.

## **4 Alternative Options**

- 4.1 There are many possible options for the appraisal process but the principles set out at paragraph 2.1 should be followed. The previous style appraisal that often took place in local government between the Leader and the Chief Executive is not considered to be sufficiently transparent.

## **5 Consultation Undertaken or Proposed**

- 5.1 The proposals have been considered and agreed with the Chief Executive. Consultation will take place with the Directors.

## **6 Implications**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	High Performing Organisation
Financial, Resource and Property	There are small financial implications in the payment of an external consultant but major implications if there is no satisfactory monitoring of the Chief Executive in place.
Legal and Statutory	None as a result of this report.
Crime and Disorder	None as a result of this report.
Risk Management and Health and Safety	There are risks to the Council if it does not have a proper process in place.
Equality and Diversity	None as a result of this report
Sustainability	None as a result of this report.

## **7 Appendices**

- 7.1 The following documents are to be published with this report and form part of the report
- Appendix I: Recommendations for Chief Executive appraisals
  - Appendix II: Appraisal process agreed for Abdool Kara at the time of appointment

## **8 Background Papers**

- 8.1 None

**Appraisal Process agreed for Abdool Kara at the time of appointment.**

1. Meet with Members to gain a detailed understanding of the targets proposed and their view of success.
2. Meet with Chief Executive to review targets and success factors.
3. Formal meeting of Member Panel, Chief Executive and Facilitator to agree and document targets. Meeting note to be written up by facilitator.
4. Leader incorporates statement of targets into his next report to full Council to ensure all Members know that the panel had met and agreed the targets.
5. Interim review in 4-6 months time (October/December 2009) to review outcomes of target 1 and progress on all other targets. Refine other targets on basis of strategic review report. This review will comprise a self assessment report and a facilitated meeting informed by telephone conversations (facilitator/Members) and result in a documented progress report prepared by facilitator.
6. Final review and roll forward of targets July/August 2010 on same basis as initial steps 1-3 followed by a separate discussion on incremental progression.