



To: Members of the Remuneration Committee

Notice of a Meeting of the Remuneration Committee

Monday, 4 November 2024 at 10.00 am

Room 2&3 - County Hall, New Road, Oxford OX1 1ND

If you wish to view proceedings online, please click on this [Live Stream Link](#).
However, that will not allow you to participate in the meeting.

Martin Reeves
Chief Executive

October 2024

Committee Officer: **Colm Ó Caomhánaigh, Democratic Services Manager**
Tel: 07393001096 *Email:* colm.ocaomhanaigh@oxfordshire.gov.uk

Membership

Chair – Councillor Liz Leffman
Deputy Chair - Councillor Liz Brighthouse OBE

Councillors

Stefan Gawrysiak
John Howson

Kieron Mallon
Nigel Simpson

Notes:

- ***Date of next meeting: 16 December 2024***

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note**
3. **Minutes** (Pages 1 - 4)

To approve the minutes of the meeting held on 11 April 2024 and resumed on 5 September 2024 and to receive information arising from them.

4. **Petitions and Public Address**

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting. Requests to speak should be sent to committeesdemocraticservices@oxfordshire.gov.uk.

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

EXEMPT ITEMS

Note added after the meeting:

Members decided at the meeting that the Item 6 report and annexes 1, 3 and 4 did not include exempt information and that the agenda should be republished giving public access to those documents. Annex 2 remained exempt.

It is RECOMMENDED that the public be excluded for the duration of item 5 & 6 since it is likely that if they were present during those items there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

THE EXEMPT MINUTES, REPORT AND ANNEXES HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH

OTHERS AND NO COPIES SHOULD BE MADE.

5. Exempt Minutes (Pages 5 - 6)

To approve the exempt minutes of the meeting held on 11 April 2024 and resumed on 5 September 2024 and to receive information arising from them.

6. Changes to the Appraisal Process for the Chief Executive (Head of Paid Service) (Pages 7 - 40)

Report of the Director of HR and Cultural Change

The information in this case is exempt in that it falls within the following prescribed categories:

1. Information relating to a particular individual.
2. Information which is likely to reveal the identity of an individual.

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The report and annexes containing exempt information under the above paragraph is attached.

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships
- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.

- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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Agenda Item 3

REMUNERATION COMMITTEE

MINUTES of the meeting held on Thursday, 11 April 2024 commencing at 3.30 pm and finishing at 5.40 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair

Councillor Stefan Gawrysiak

Councillor John Howson

Councillor Brad Baines (In place of Councillor Liz Brighthouse OBE)

Councillor David Bartholomew (In place of Councillor Yvonne Constance OBE)

Officers:

Whole of meeting Martin Reeves, Chief Executive; Lorna Baxter, Executive Director of Resources; Stephen Chandler, Executive Director of People; Anita Bradley, Director of Law & Governance and Monitoring Officer; Michael Fletcher, Head of HR Business Partnering; Vaishali Baxi-Varma, HR Business Partner; Colm Ó Caomhánaigh, Democratic Services Manager

Part of meeting

Agenda Item Officer Attending

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and additional documents, copies of which are attached to the signed Minutes.

8/23 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Liz Brighthouse (Councillor Brad Baines substituting), Councillor Yvonne Constance (Councillor David Bartholomew substituting) and Councillor Eddie Reeves.

9/23 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE

(Agenda No. 2)

Anita Bradley, Director of Law & Governance and Monitoring Officer, stated that she had a direct financial interest in the discussions on pay scales in Item 5 and will leave the meeting for that part of the discussion.

10/23 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 17 January 2024 were agreed as an accurate record of the meeting.

11/23 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

No requests had been received.

12/23 PROPOSED LEADERSHIP RESTRUCTURING

(Agenda No. 5)

RESOLVED: *that the public be excluded for the duration of item 5 since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

The recommendations in the exempt report were amended and approved with 4 votes in favour and 1 abstention.

The meeting was adjourned.

..... in the Chair

Date of signing

REMUNERATION COMMITTEE

MINUTES of the meeting resumed on Thursday, 5 September 2024 commencing at 3.25 pm and finishing at 3.35 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair

Councillor Liz Brighthouse OBE (Deputy Chair)
Councillor Stefan Gawrysiak
Councillor John Howson
Councillor Nigel Simpson

Officers:

Whole of meeting Martin Reeves, Chief Executive; Stephen Chandler, Executive Director of People; Lorna Baxter, Executive Director of Resources and Section 151 Officer; Anita Bradley, Director of Law & Governance and Monitoring Officer; Colm Ó Caomhánaigh, Democratic Services Manager.

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except as insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

13/23 PROPOSED LEADERSHIP RESTRUCTURING

(Agenda No. 1)

RESOLVED: *that the public be excluded for the duration of item 5 since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

The meeting of 11 April 2024 resumed at 3.30pm with apologies from Councillor Mallon.

An exempt report on the outcome of the Senior Leadership restructure at Director level (Tier 2) was presented to the meeting and discussed.

The meeting noted the report and concluded.

..... in the Chair

Date of signing

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REMUNERATION COMMITTEE

4 November 2024

CHANGES TO THE APPRAISAL PROCESS FOR THE CHIEF EXECUTIVE (HEAD OF PAID SERVICE)

Report of the Director of HR and Cultural Change

RECOMMENDATION

- a) Agree to accept and recommend to Council the proposed changes to the appraisal process for the Chief Executive (Head of the Paid Service) as set out by the South East Employers (SEE) review report (Annex 2), including a change to the Remuneration Committee's terms of reference to include operating as the Appraisal Panel for the Chief Executive appraisal process.

The Committee is RECOMMENDED to RECOMMEND TO COUNCIL to:

- b) Approve the proposed changes to the appraisal process for the Chief Executive (Head of the Paid Service) as set out by the South East Employers (SEE) review report (Annex 2).
- c) Delegate to the Remuneration Committee to constitute the Appraisal Panel and undertake the appraisals for the Chief Executive.
- d) Approve amendments to the Constitution to include acting as an Appraisal Panel and undertaking Chief Executive's appraisals to the terms of reference to Remuneration Committee at Part 5.1C and to delegate to the Director of Law and Governance and the Monitoring Officer to make any consequential amendments to the Constitution.

Background

There is a need to change the approach to the appraisal process for the Chief Executive (Head of the Paid Service) at the Council.

1. Whilst there is no legal obligation for Councils to undertake appraisals for officers or Chief Officers, this is widely believed to be a positive and vital element of performance management, bringing a wide range of benefits to the Council.
2. The Joint Negotiating Committee for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022 (relevant sections of which are appended as Annex 1) states 'It is a contractual obligation on the part of both the chief executive and the employing council to engage in a regular process of appraisal.' (Annex 1, p 2).

The Handbook also includes 'Joint guidance on appraisal of the chief officer' (Annex 1, p 2-3), which outlines the key elements of the appraisal process for the Chief Executive (Head of the Paid Service).

3. The current the Chief Executive was appointed by the Council on 13 December 2022 and assumed office on 1 March 2023. In the months following his appointment, the current the Chief Executive engaged the political leadership and HR officers in a discussion on arrangements for his appraisal. This highlighted a gap in the policy and procedure for the Chief Executive appraisals within the Council.
4. An appraisal process was constructed in early 2024 and involved the current the Chief Executive undertaking three meetings with the Leader and Deputy leader (joint meeting), the Conservative and Independent Alliance Group leader and the Labour and Cooperative Group leader. An observation following this was that whilst it was positive, there was still room for improvement in the process.
5. The Director of HR and Cultural Change commissioned the CEO of South East Employers (SEE), an organisation that the Council is a member of, to undertake a review of the approach so as to make recommendations for improvement. SEE undertook this review as part of the membership subscription the Council has with SEE. The report outlining the findings of the review and recommendations for changes is attached (Annex 2).

Summary of findings of the review by South East Employers (Annex 2)

- 5.1. The review included semi-structured interviews with all those concerned in the process including the Chief Executive, and there was an overall agreement that an improved process was required.
- 5.2. While there is no legal obligation for councils to run appraisals, there is a contractual obligation to conduct annual the Chief Executive appraisals.
- 5.3. The review found that, as the Chief Executive serves the whole council, the responsibility for appraising the Chief Executive sits with senior elected members, and the Council can decide who should be involved. The Leader may choose to invite the opposition groups to be involved formally as part of the overall process or by providing input into the evaluation aspects of the appraisal (Annex 4, excerpts from relevant documents, including Joint Negotiating Committee for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022).
- 5.4. **Summary of the recommendations by SEE for Oxfordshire County Council (Annex 2)**

5.4.1. Agree the preferred model for the Chief Executive appraisal - Use of Remuneration Committee is the recommended approach.

5.4.2 Develop and agree the Chief Executive appraisal policy - it is intended that as part of the services provided by SEE, they will draft the Chief Executive appraisal policy.

5.4.3. Develop and agree the Chief Executive appraisal procedure and processes - the proposed process is outlined in Annex 3.

5.4.4. Implement an appraisal training / coaching programme - all members who are likely to undertake appraisals must be trained. Consideration should also be given to providing new members additional support through coaching to develop their skills and effectiveness as an appraiser.

5.4.5. Agree evidence collection approaches - evidence and feedback to support the appraisal. It is proposed that 360-degree feedback is gathered as part of the Chief Executive appraisal and built into the procedure for the appraisal cycle.

5.4.6. Questioning – provide support to Councillors to structure their questioning to focus on performance.

Timelines for the next appraisal cycle

6. It is proposed that the updated the Chief Executive appraisal process commences in December 2024.

Financial Implications

7. The appraisal facilitation as well as policy development are included in the Council's membership of SEE. The 360-degrees feedback and appraisal training for panel members would carry some small additional costs which will be met from existing budgets. Details are set out in Annex 3.

Comments checked by:

Lorna Baxter, Executive Director of Resources / S151 Officer (Deputy Chief Executive) Lorna.Baxter@oxfordshire.gov.uk

Legal Implications

8. There are no direct legal implications arising from this report. However, there are contractual obligations – i.e. as specified in the Joint Negotiating Committee for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022 (Annex 1), there is an obligation on both parties (the Council and the Chief Executive) to ensure that appraisal is completed. The recommendations, if approved and implemented, will help ensure that those obligations are met.

Comments checked by:

Anita Bradley, Director of Law and Governance and the/ Monitoring Officer
Anita.Bradley@oxfordshire.gov.uk

Risk Management

9. There are no risk management issues arising from this report.

Staff Implications

10. The proposed changes are in line with the terms and conditions as outlined in The Joint Negotiating Committee for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022, the existing contractual document. The proposed changes only affect the Chief Executive (Head of Paid service).

Equality & Inclusion Implications

11. It is believed that, if the proposed changes were to be implemented, they would result in a better representation in the appraisal process leading to improved inclusion.

CHERIE CUTHBERTSON

Director of HR and Cultural Change

- Annex 1: Excerpts from Joint Negotiating Committee for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022
- Annex 2: Appraisal Report by South East Employers (SEE)
- Annex 3: SEE THE CHIEF EXECUTIVE (HEAD OF THE PAID SERVICE) Appraisals service brochure including process map
- Annex 4: SEE Excerpts from relevant documents including JNC for Local Authority Chief Executives National salary framework & conditions of service handbook dated 7 September 2022

4. PERFORMANCE APPRAISAL

This guidance is intended for use by senior elected members and the chief executive when agreeing a process for appraising the performance of the chief executive. The focus of this process should be on clarifying what the chief executive is expected to achieve and on identifying any continuing development needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable. The LGA, Regional Employers' Organisations, ALACE and SOLACE are potential sources of advice and assistance. Guidance is attached at **Appendix 2**.

(page 5)

JOINT GUIDANCE ON APPRAISAL OF THE CHIEF EXECUTIVE

1. INTRODUCTION

- 1.1 This guidance is intended for use by senior elected members and the chief executive when agreeing a process for appraising the performance of the chief executive. The focus of this process should be on clarifying what the chief executive is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.
- 1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief executive's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

2. RESPONSIBILITY FOR APPRAISAL

- 2.1 The responsibility for appraising the chief executive lies with senior elected members. It is a contractual obligation on the part of both the chief executive and the employing council to engage in a regular process of appraisal.
- 2.2 It will be for local decision in the light of local circumstances whether the appraisal should be carried out by a small committee representing all political groups or by a senior representative or representatives of the controlling group. Whichever approach is adopted, those conducting the appraisal need to bear in mind at all times that the chief executive is employed by the council as a whole, not by the controlling group, and is therefore required to serve all of the council.

3. AIMS OF APPRAISAL

- To identify and clarify the key objectives, priorities and targets of the council and appropriate timescales for their achievement over the next (e.g. twelve) months
- Agree what the chief executive should personally achieve over the next (e.g. twelve) months and identify required standards of performance, in order to deliver the council's key objectives, priorities and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively
- Discuss positive achievements over the past (e.g. twelve) months and identify reasons for good performance

- Discuss instances over the past (e.g. twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief executive with the requisite skills to meet the council's objectives. The parties should be proactive and anticipate future developmental needs in the context of the council's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between leading members and the chief executive. It should not be assumed that it is only the chief executive who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the council's objectives, priorities and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the council as a whole.

4. THE APPRAISAL CYCLE

4.1 Appraisal should take place on a predetermined date, **at least annually**, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

5. KEY ELEMENTS OF THE APPRAISAL PROCESS

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal interview
- An appraisal interview where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

6. The appraisal interview and afterwards

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary

- Discuss instances over the past (e.g. twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals
- Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief executive with the requisite skills to meet the council's objectives. The parties should be proactive and anticipate future developmental needs in the context of the council's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between leading members and the chief executive. It should not be assumed that it is only the chief executive who may need to adjust his / her approach to the working relationship

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6. The appraisal interview and afterwards

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary

- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief executive should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

7. EXTERNAL ASSISTANCE

- 7.1 External assistance in facilitating the appraisal process can be helpful in providing an independent perspective.
- 7.2 Within the local government 'family', it may be sought from the Local Government Association or by contacting the [Employers' Secretary](#) or from the appropriate Regional Employers' Organisation or [ALACE](#) or [SOLACE](#). Alternatively, such assistance may be available from commercial sources, such as consultancy firms.
- 7.3 Such assistance from the aforementioned organisations may take the form of them either directly participating in the process for which a fee may be requested to cover staff time or the recommendation of, for example, a suitably experienced recently retired senior officer or other independent individual.

Note: If external assistance is sought, it must have the agreement of both sides.

8. OTHER MATTERS

- 8.1 The detailed content of appraisal interviews should normally be treated as confidential to the participants, unless both parties agree that it would be helpful for the targets agreed for the ensuing period to be shared more widely. However, it may be useful to report to an appropriate committee meeting that an appraisal interview has taken place.
- 8.2 This may be useful in acting as a reminder that the chief executive and members need to ensure that chief officers are in their turn appraised.
- 8.3 It should, however, not be assumed that the process for appraising the chief executive should be followed in precise detail for other staff. There is a fundamental difference between elected members appraising the chief executive and managers appraising subordinates. The principles, nevertheless, are the same.

(pages 18-20)

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CHIEF EXECUTIVE OFFICER APPRAISAL SERVICE

Your SEE Membership includes the facilitation of an annual Chief Executive appraisal, supporting an open dialogue on performance, development needs and positive working relationships between Chief Officers and Elected Members. This service is delivered by the Chief Executive and Directors of South East Employers.

PURPOSE OF THE APPRAISAL?

The appraisal is one of many on-going discussions that should take place on personal performance and the performance of the Authority generally. The annual appraisal is the formal annual mechanism to review performance, as required in the Chief Officer Terms and Conditions.



To **clarify and agree the key objectives**, priorities and targets of the local authority and the timescales for their achievement.



To **agree what the Chief Executive should personally achieve** over the next 12 months and potentially beyond, in furtherance of the authority's objectives and any additional standards of performance, expressed in ways that can be monitored objectively.



Discuss developmental requirements. Like any employee, the Chief Executive will be facing new challenges and have development needs to be successful year after year. The appraisal process should discuss the professional development required to equip the Chief Executive with the skills and capabilities to meet the local authority's objectives.



Discuss positive achievements over the past 6-12 months and explore reasons for good performance.



Discuss instances over the past 6-12 months where **targets have not been met**, exploring any factors adversely affecting the achievement of agreed goals.

TYPES OF CHIEF EXECUTIVE APPRAISAL



LEADER AND CHIEF EXECUTIVE

- Simple model
- Works well in majority stable political councils
- Can be challenging in councils where there is no overall control

PANEL OF LEADERS OR POLITICAL GROUPS

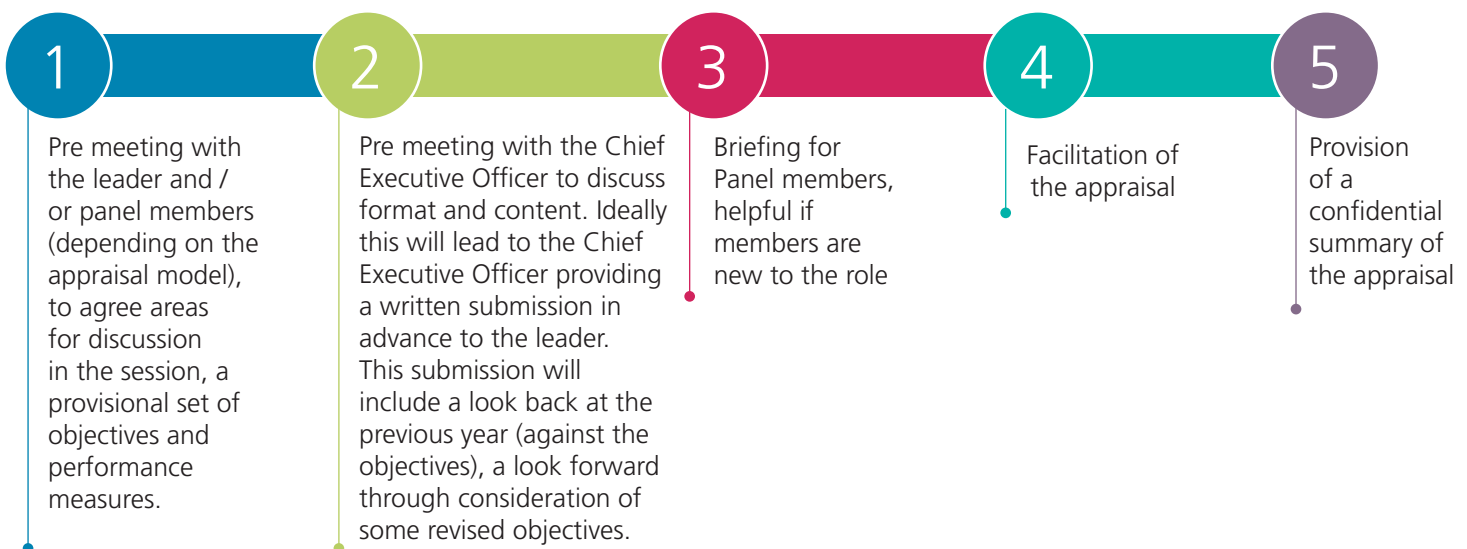
- Often used in councils of no overall control
- Requires prep and management to avoid the appraisal being used to debate political difference
- Needs a strong chair

PANEL OF MEMBERS OF A DESIGNATED COMMITTEE

- A stable model, expertise in appraisals can be developed
- Used across different political administrations
- Requires pre-prep, if the Leader is not part of the panel
- Needs a strong chair

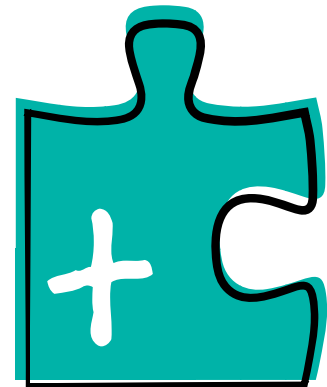
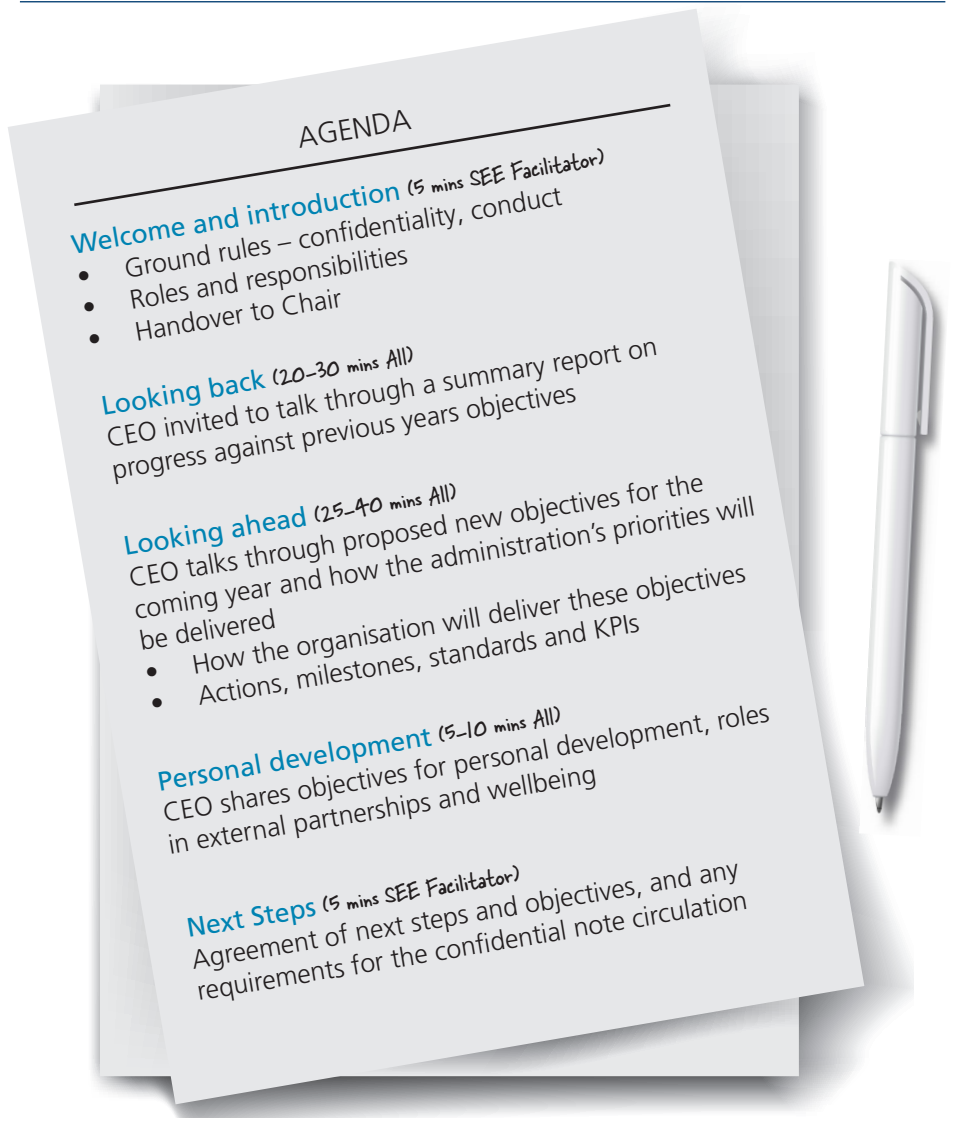
All models follow the same broad format and operate in broadly the same way. The primary difference is the inclusion of meetings with panel members independently and then collectively prior to the appraisal.

THE APPRAISAL PROCESS



WHAT	TIME	DURATION	PURPOSE
CEO meeting with SEE Facilitator	3-4 weeks prior to the appraisal	30 minutes	To discuss the format of the pre-submission and consider any areas for discussion.
CEO submits pre-appraisal submission	2 weeks prior to the appraisal	N/A	Appraisal submission, including the look back and potential new objectives
Meeting with either the leader and or panel members	To be agreed - suggested 1-3 weeks prior to appraisal	30 mins per Leader / Member	To consider any areas for discussion and the proposed objectives and submission from the CEO
The appraisal meeting	N/A	60-90 minutes	
Draft Notes	Up to 2 weeks after the appraisal		Draft notes sent to CEO for amendment CEO notes circulated to leader / panel Final notes agreed and circulated.

PROPOSED AGENDA (IDEALLY 90 MINUTES SESSION)



ADDITIONAL ENHANCEMENTS

The appraisal process outlined is included as an integral part of membership of SEE.

If required, this can be supplemented with the following:

NEW PANEL MEMBER WORKSHOP

A brief on-line CEO appraisal workshop can be delivered for new members of an appraisal panel. This workshop considers roles and responsibilities, the format of the appraisal, the purpose, tools and techniques for a successful appraisal etc.

Price £700 plus VAT

These enhancements, if required, will extend the overall timescales by a further 3 - 4 weeks, to enable the review and / or interviews.

360 DEGREE REVIEW

Utilising agreed lines of enquiry linked to the capabilities required of a high performing executive SEE can facilitate a fully managed 360-degree process. This is delivered via an on-line survey and can include direct reports and their reportees, Councillors, stakeholders and other partners. A confidential report and feedback is provided to the CEO to support the appraisal discussions.

Price: £750 plus VAT

FEEDBACK INTERVIEWS

In order to gain specific insights and feedback a senior SEE facilitator will conduct a series of phone or teams interviews with up to 8 external / internal stakeholders. The review will be against a core set of agreed criteria, agreed with the CEO and Leader. The feedback will be triangulated with other information sources maintaining confidentiality and non-attributable comments. An anonymous report of feedback will be provided alongside strengths and areas for development.

Price £1,200 plus VAT

SEE FACILITATOR

As your Regional Employers' Organisation, SEE understands the need for high levels of confidentiality in the delivery of an appraisal process, hence this is an integral part of your membership. The appraisal process will be facilitated by the SEE Chief Executive or a member of the SEE Senior Leadership Team, who are all experienced professionals.



Dr Ruth Adams

CHIEF EXECUTIVE

Ruth is an experienced executive working at Chief Executive and Deputy Chief Executive levels for SEE and for a large authority. She is an organisational development expert. Ruth leads the majority of SEE appraisal facilitation and is experienced in working with CEOs, Leaders and Councillors.



Clare O'Connor

DIRECTOR: HUMAN RESOURCES & EMPLOYMENT RELATIONS

Clare is an experienced HR Executive working with senior leadership teams in both public and private organisations. She has led the development and delivery of performance management frameworks. Clare is experienced in working with CEOs and political leaders, and supporting Chief Executive appraisals.



Jennifer McNeill

DIRECTOR

Jennifer was formerly our Regional Director and continues working with SEE to provide specialist advice and support. Areas of expertise include; Chief Executive appraisals; mediation and conflict resolution. Jennifer is a specialist national mediator leading mediation between politicians and Chief Executives.

NEXT STEPS

We invite the Leader and Chief Executive Officer to confirm their requirements for the SEE facilitated appraisal support.

WHAT WE NEED TO KNOW?

- The format of the appraisal, eg. Leader model, Group Leader model, designated Appointments or Remuneration Committee model.
- The preferred dates for the appraisal and pre-meets – this will enable us to develop a pre-appraisal timetable and agree the SEE Facilitator.
- Appraisal enhancements – any training, 360 degree or interviews required.

This appraisal facilitation is an integral part of membership, however if pre-agreed meetings are cancelled at very short notice, it may be necessary for SEE to charge a cancellation fee.

Proposed approach to the appraisal of the CEO and excerpt from the JNC handbook

Guidance Note to support the Chief Executive Appraisal Process

1. Background

This guidance note provides advice on the appraisal of the Chief Executive and reflects that of The Joint Negotiating Committee (JNC) for Chief Executives of Local Authorities, the national body for the pay and conditions of service of Chief Executives. This is commonly referred to as The Chief Executive Handbook.

The Chief Executive Handbook provides advice for both senior elected members and the Chief Executive on how the appraisal process should be conducted. The extract from the handbook is provided at Appendices 1 and 2 for completeness.

2. Scope of Guidance

This guidance and process applies to the Chief Executive only.

This guidance is intended for use by senior elected members and the Chief Executive when agreeing a process for appraising the performance of the Chief Executive.

3. Introduction

The Chief Executive, as head of paid service serves the whole council: not just the leading group. The responsibility for appraising the Chief Executive sits with senior elected members. Appraisal is a contractual obligation on the part of both the Chief Executive and the Council.

The Council can decide who should be involved in the appraisal of the Chief Executive. The Leader may choose to invite the opposition groups to be involved formally as part of the overall process or by providing some input into the evaluation aspects of the appraisal.

Appraisals form the basis of an objective assessment of individual performance over time. The process provides a link to management objectives and council strategy, providing time to reflect and reset.

The focus of the appraisal process should be free from complexity. At all times, the appraisal should focus on what the Chief Executive's job is; what has been done well; what could have been done better, the major issues over the next year; and what developmental needs the process identifies. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging, but achievable.

4. The Appraisal Cycle

Appraisals should take place not less than annually, with many organisations choosing to hold the appraisal meeting in March/April each year based on agreed corporate priorities, followed by a 6-month review in early Autumn/October.

The appraisal cycle should be supported by regular monitoring meetings taking place at which objectives can be reviewed and considered for continuing relevance, and progress and performance can be considered and monitored. A formal system of appraisal should not prevent the continuous review of progress and performance and the basis of any robust and successful appraisal process must always be one of 'no surprises'.

5. The role of an independent facilitator

The engagement of an independent facilitator is highly recommended and good practice to help facilitate the appraisal process, providing impartial advice to both parties.

The Local Government Association, Regional Employers (South East Employers), SOLACE and ALACE can suggest and provide suitable independent facilitators to support the appraisal process. The commercial sector is also likely to be able to provide suitable facilitators also.

The role of the facilitator involves meeting with the appraisal panel to agree the key areas to be discussed at the appraisal meeting and who is to be involved. The facilitator will share and explore key areas with the Chief Executive taking a critical friend approach.

The facilitator will provide support at the appraisal meeting and will prepare a draft summary of the appraisal discussion including action points and review dates.

The independent facilitator can also help both parties to arrange 360 feedback from internal and external stakeholders. The LGA has a well-established 360 framework and an example report is attached at Appendix 2 for information purposes only.

6. Preparation for the Appraisal process

To conduct the appraisal process effectively, good preparation is essential, and it is expected that the appraisal meeting will be set well in advance to allow all parties to prepare effectively. Both parties should be well informed and prepared for the appraisal meeting.

Documentation from previous appraisals should be reviewed and any information supporting the achievement of objectives should be gathered. Both parties should consider:

Looking Back

- What has been done well?
- What might have been done better?
- Evidence and rationale?

Looking Forward

- What might objectives for next year be?
- Has the Chief Executive got the skills to achieve these?
- What can/needs to be developed and how?

7. The Appraisal Meeting

- The appraisal meeting should build on the interim discussions that have already taken place
- Papers for use at the meeting will be circulated in advance
- An agenda will be set for the meeting and allow sufficient time for the meeting
- The venue and the meeting should be free of interruptions or departures
- The Leader will chair the meeting and encourage participation from those present
- The meeting should be a two-way discussion
- Avoid surprises
- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- The Chief Executive should be given a reasonable opportunity to correct any shortfalls in performance.
- Objectives and targets should be set which are specific, measurable, achievable, realistic and timebound (SMART) with timescales for achievement over the next 12 months
- Any agreed developmental plans should be implemented within the agreed timescale
- A date for the next review should be agreed

8. Record Keeping and Reporting

The detailed content of appraisal meetings should normally be treated as confidential to the participants, unless both parties agree that it would be helpful for the targets agreed for the ensuing period to be shared more widely. However, it may be useful to report to Remuneration Committee that an appraisal interview has taken place.

9. Newly Appointed Chief Executives

In the case of a newly appointed Chief Executive, there may not be any targets or reports on progress available from a preceding appraisal cycle. In this situation, it is helpful to review the recruitment process particularly any specific objectives that may have been incorporated into the selection process.

It may be helpful to consider a mid-term review at three to six months following the commencement in post. This will allow the Leader to provide some initial formal feedback and provide time for the new Chief Executive to have assessed the organisation and considered their approach to the role. Any developmental needs can also be considered and planned. Initial objectives can also be established during this period to cover the initial few months after appointment until the first appraisal cycle commences.

Excerpt from the JNC (joint negotiating committee) Conditions of Service Handbook for local authority Chief Executives. This sets out the conditions of service of employees engaged on terms as laid down by the Joint Negotiating Committee for Chief Executives of Local Authorities. The excerpt below sets out the appraisal process.

Appendix 1

JOINT GUIDANCE ON APPRAISAL OF THE CHIEF EXECUTIVE

1.1 This guidance is intended for use by senior elected members and the chief executive when agreeing a process for appraising the performance of the chief executive. The focus of this process should be on clarifying what the chief executive is expected to achieve and on identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process of setting objectives should be by agreement and the result should be to identify objectives which are relevant and challenging but achievable.

Appendix 2

JOINT GUIDANCE ON APPRAISAL OF THE CHIEF EXECUTIVE

1. INTRODUCTION

1.2 The process should not become complex. At all times it needs to focus clearly on a few basic issues: what the chief executive's job is; what has been done well; what could have been done better; the major issues over the next year; and what developmental needs the process clearly identifies.

2. RESPONSIBILITY FOR APPRAISAL

2.1 The responsibility for appraising the chief executive lies with senior elected members. It is a contractual obligation on the part of both the chief executive and the employing council to engage in a regular process of appraisal.

2.2 It will be for local decision in the light of local circumstances whether the appraisal should be carried out by a small committee representing all political groups or by a senior representative or representatives of the controlling group. Whichever approach is adopted, those conducting the appraisal need to bear in mind at all times that the chief executive is employed by the council as a whole, not by the controlling group, and is therefore required to serve all of the council.

3. AIMS OF APPRAISAL

- To identify and clarify the key objectives, priorities and targets of the council and appropriate timescales for their achievement over the next (e.g. twelve) months
- Agree what the chief executive should personally achieve over the next (e.g. twelve) months and identify required standards of performance, in order to deliver the council's key objectives, priorities and targets. Wherever possible standards of performance should be expressed in ways which can be monitored objectively

- Discuss positive achievements over the past (e.g. twelve) months and identify reasons for good performance

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- Discuss instances over the past (e.g. twelve) months where targets have not been met, identifying the factors preventing the achievements of agreed goals

- Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify the professional development necessary to equip the chief executive with the requisite skills to meet the council's objectives. The parties should be proactive and anticipate future developmental needs in the context of the council's changing priorities. This discussion could lead to the design of a formal programme of continuous professional development (CPD). Equally this discussion may lead to agreement on changes to the working relationship between leading members and the chief executive. It should not be assumed that it is only the chief executive who may need to adjust his / her approach to the working relationship

3.1 Appraisal should be set in the context of the council's objectives, priorities and targets, generally expressed in corporate plans. Appraisal targets when taken as a whole should be related to agreed targets for the council as a whole.

4. THE APPRAISAL CYCLE

4.1 Appraisal should take place on a predetermined date, **at least annually**, backed up by regular monitoring meetings at which targets can be reviewed for continuing relevance. A formal system of appraisal should not prevent the continuous review of progress and performance.

5. KEY ELEMENTS OF THE APPRAISAL PROCESS

- Continuous two-way monitoring of performance against objectives
- Preparation for an appraisal interview
- An appraisal interview where recent and current performance, future objectives and development needs are discussed
- Agreement on action required from either party to ensure required performance is achievable
- A continuing process of informal discussion regarding performance

6. The appraisal interview and afterwards

- Both parties should be well informed and prepared for the interview
- The process should be two-way
- The interview should be free from interruptions, and notes should be taken when necessary

- The parties should concentrate as far as possible on established facts rather than unsubstantiated opinions
- Targets which are realistic and capable of being monitored should be agreed
- Any agreed personal development plans should be implemented within the agreed timescale
- The chief executive should be given a reasonable opportunity to correct any shortfalls in performance
- A date for the next review should be agreed

7. EXTERNAL ASSISTANCE

7.1 External assistance in facilitating the appraisal process can be helpful in providing an independent perspective.

7.2 Within the local government 'family', it may be sought from the Local Government Association or by contacting the Employers' Secretary or from the appropriate Regional Employers' Organisation or ALACE or SOLACE. Alternatively, such assistance may be available from commercial sources, such as consultancy firms.

7.3 Such assistance from the aforementioned organisations may take the form of them either directly participating in the process for which a fee may be requested to cover staff time or the recommendation of, for example, a suitably experienced recently retired senior officer or other independent individual.

Note: If external assistance is sought, it must have the agreement of both sides.

8. OTHER MATTERS

8.1 The detailed content of appraisal interviews should normally be treated as confidential to the participants, unless both parties agree that it would be helpful for the targets agreed for the ensuing period to be shared more widely. However, it may be useful to report to an appropriate committee meeting that an appraisal interview has taken place.

8.2 This may be useful in acting as a reminder that the chief executive and members need to ensure that chief officers are in their turn appraised.

8.3 It should, however, not be assumed that the process for appraising the chief executive should be followed in precise detail for other staff. There is a fundamental difference between elected members appraising the chief executive and managers appraising subordinates. The principles, nevertheless, are the same.

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