# Public Document Pack

OXFORDSHIRE
COUNTY COUNCIL

**To:    Members of the Remuneration Committee**

# *Notice of a Meeting of the Remuneration Committee*

## Monday, 28 November 2022 at 9.00 am

## Members' Boardroom and other meetings rooms in the Council

Stephen Chandler
Interim Chief Executive

November 2022

*Committee Officer:*     ***Jack Latkovic, Interim Head of Governance - Committee Services***
*Tel: 07513 703436 Email: jack.latkovic@oxfordshire.gov.uk*

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### Membership

Chairman – Councillor Liz Leffman
Deputy Chairman - Councillor Liz Brighouse OBE

*Councillors*

Eddie Reeves              Alison Rooke
Donna Ford               Glynis Phillips

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# Declarations of Interest

**The duty to declare…..**

Under the Localism Act 2011 it is a criminal offence to

(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or

(b) provide false or misleading information on registration, or

(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

**Whose Interests must be included?**

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

**What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.**

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned…..".*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

**List of Disclosable Pecuniary Interests:**

**Employment** (includes*"any employment, office, trade, profession or vocation carried on for profit or gain*".)*, **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Committee Services committeesdemocraticservices@Oxfordshire.gov.uk for a hard copy of the document.

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**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 - 2)

   To approve the minutes of the meeting held on 7th November 2022.

4. **Items from the Public or Councillors - to receive statements, petitions or questions relating to the business of this Committee**

5. **Appointment of Chief Executive and designation as Head of Paid Service and Returning Officer** (Pages 3 - 42)

   The Committee is RECOMMENDED to:

   1) Request officers to prepare a report for Council. This report will be received by Council on December 13 2022 for a decision to appoint the recommended candidate following the appointments process undertaken by Remuneration Committee.

   2) Instruct the Director of Human Resources and Organisational Development (following the completion of the final stage of the appointments process 28 November 2022) to offer the role to the preferred candidate and negotiate a spot salary of between £190k and £199k. This range reflects the regional and national market for this role as evidenced by external benchmarking (attached at annex 1). The County Council pay policy should be amended to reflect this.

   3) Consider the LGA documents attached at annex 2 with regards to the appraisal process for the Chief Executive Officer and agree the approach set out (reflecting the national guidance from the CEO handbook and the Local Government Association).

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# REMUNERATION COMMITTEE

**MINUTES** of the meeting held on Monday, 7 November 2022 commencing at 1.00 pm and finishing at 2.30 pm

**Present:**

**Voting Members:** Councillor Liz Leffman – in the Chair

Councillor Liz Brighouse OBE (Deputy Chair)
Councillor Donna Ford
Councillor Alison Rooke
Councillor Glynis Phillips

**40/21 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**
(Agenda No. 1)

Cllr Eddie Reeves had sent his apologies for this meeting. Cllr Reeves attended the meeting remotely to listen the discussion.

**41/21 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE**
(Agenda No. 2)

There was none.

**42/21 MINUTES**
(Agenda No. 3)

It was **RESOLVED** that the minutes of the meeting held on 19th October 2022 be confirmed as a true record and signed by the Chair.

**43/21 SHORTLIST**
(Agenda No. 4)

**EXCLUSION OF THE PUBLIC**

**EXEMPT SESSION**

The Committee **RESOLVED** that, having been satisfied that the public interest test would be better served by not disclosing relevant information, and in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business because of the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act as amended.

**SHORTLIST**

The Committee considered a longlist of candidates for the post of Chief Executive and Head of Paid Service presented to them by Gatenby Sanderson.

It was **RESOLVED** to shortlist 4 candidates for the final stage of the interview process.

................................................................ in the Chair

Date of signing    ...............................................

**Divisions Affected - All**

## REMUNERATION COMMITTEE

## 28 November 2022

**Appointment of Chief Executive and designation as Head of Paid Service and Returning Officer**

**Report by Director of Human Resources and Organisational Development**

## RECOMMENDATIONS

1.      **The Committee is RECOMMENDED to**

1.1     Request officers prepare a report for Council. This report will be received by Council on December 13 for a decision to appoint the recommended candidate following the appointments process undertaken by Remuneration Committee.

1.2     Instruct the Director of Human Resources and Organisational Development (following the completion of the final stage of the appointments process 28 November 22) to offer the role to the preferred candidate and negotiate a spot salary of between £190k and £199k. This range reflects the regional and national market for this role as evidenced by external benchmarking (attached at annex 1). The County Council pay policy should be amended to reflect this.

1.3     Consider the LGA documents attached at annex 2 with regards to the appraisal process for the Chief Executive Officer and agree the approach set out (reflecting the national guidance from the CEO handbook and the Local Government Association).

## Report Details

2.      Following the cessation of the Section 113 agreement which established joint management arrangements between Oxfordshire County Council and Cherwell District Council in February 2022, the post of Chief Executive Officer and Head of Paid Service became vacant. A comprehensive national search and recruitment campaign was undertaken and a selection and appointment process was led by the Remuneration Committee.

3.	For this key appointment, the Remuneration Committee has been supported by and taken independent advice from Gatenby Sanderson, recruitment consultants selected following a procurement process.

4.	The post was advertised nationally in September 2022 with a closing date of 9 October 2022. During this time, Gatenby Sanderson held discussions with members of the Remuneration Committee to support further understanding of Oxfordshire County Council and its requirement for the role. Political group leaders were also engaged in shaping the campaign and role, and were kept appraised of the process throughout.

5.	Annex 1 sets out the pay benchmarking undertaken to evidence the proposed range for the spot salary. In line with this external review, it is recommended that a spot salary for the post of CEO is set at between £190k and £199k. This spot salary will be subject to an annual cost of living award to be agreed as part of the national pay negotiations. The county council's pay policy will need to be amended to reflect this.

6.	The spot salary will be independently reviewed not less than every 3 years to ensure it remains in line with the national and regional benchmarks.

7.	Annexes 2 and 2.1 set out the recommended appraisal process, the excerpt from the national CEO terms and conditions handbook that sets out this framework and an example 360 appraisal approach set out as good practice by the Local Government Association.

## Corporate Policies and Priorities

8.	The Chief Executive Officer is charged with the delivery of the county council's priorities and strategic objectives. The appraisal process exists to ensure targets are set to deliver these strategic objectives and expectations regarding leadership behaviours are met.

## Financial Implications

9.	The Head of Paid Service is a post that the council is required by law to make. The financial implication is the recurring costs associated with the post of Chief Executive and Head of Paid Services, which will be met within the existing budget provision for pay and related employer on-costs.

	Comments checked by:

	Lorna Baxter, Corporate Director Finance (S151)
	lorna.baxter@oxfordshire.gov.uk

## Legal Implications

10.    There is a duty placed on every Local Authority under section 4 of the Local Government and Housing Act 1989 to designate one of its officers as Head of Paid Service. There are several delegated functions which are the sole responsibility of the Chief Executive Officer and Head of Paid Service which cannot be performed by any other Officer of the Council.

Comments checked by:
Anita Bradley, Monitoring Officer and Director of Law and Governance
anita.bradley@oxfordshire.gov.uk

## Staff Implications

11.    The Chief Executive Officer's core responsibilities include setting and executing the organisations strategy, building and overseeing the executive team and by extension the wider workforce.

## Equality and Inclusion Implications

12.    The recruitment and selection process was conducted fairly in accordance with the Council's recruitment and selection procedures and taking account of its Equalities Policy.

## Sustainability Implications

13.    The Chief Executive will have direct responsibility for ensuring the Council rises to the strategic leadership challenge of responding to the Climate Emergency declaration and to lead positive change by working in partnership to make Oxfordshire a greener, fairer, and healthier County. The Chief Executive will also be expected to ensure that the Council leads by example in all its activities as well as taking a lead role in influencing and working with partners across all sectors locally, regionally, and nationally to meet sustainability objectives.

## Consultations

14.    Remuneration Committee and political group leaders have co-designed the recruitment and appointments process.

Karen Edwards
Director of Human Resources and Organisational Development.

Annex:                          Annex 1 – pay benchmarking report
                                Annex 2 – CEO appraisal process note
                                Annex 2.1 – Example 360 appraisal report

Background papers:       None

Contact Officer:          Karen Edwards, Director of Human Resources and
                          Organisational Development.

November 2022

# Oxfordshire County Council

## Senior Management Pay and Grading Review: CEO Pay Review

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DRAFT FOR DISCUSSION

June 2022

**pwc**

# Introduction

**Paper overview**

This short report provides a review of the Interim Chief Executive Officer's ("CEO") pay and considerations for CEO pay going forwards.

This paper contains:

1. **Key findings and considerations for the CEO pay going forwards** - This paper also seeks to help OCC understand what the potential pay rate for a permanent CEO position could be and considerations in determining the pay

   **The outcomes of our market data benchmarking review** - Using the interim CEO's job description and a comparison to comparable local authorities, as well as a comparison to the All sector benchmark of similar size organisations

**Methodology**

The full methodology that has been used for the CEO benchmarks can be found in the appendix of this deck, which highlights the industry sectors, function and level for the match, geography (e.g. national) and the market reference points used.

Additionally that slide contain the definitions for the market reference points used, notes on data sources and assumptions.

# Key findings and considerations

**Key findings**

Findings from the benchmarking comparisons based on the base salary of the current incumbent in the interim CEO role:

- Local authorities benchmark
  - Base salary sits just behind market median, which we would consider to be broadly in line with market.

- All sector benchmarks
  - National data cut - base salary sits just behind market median for and therefore broadly in line with market.
  - South East data cut - base salary sits below the market median and is closer to the lower quartile, which we would consider to be behind the market.

OCC has an aspiration to pay all employees above the market median, towards the market upper quartile, this is due to the high cost of living in Oxfordshire and the current pressures on talent, both retention and attraction. Therefore when advertising for a permanent CEO, the market data suggests the following:

- That an appropriate rate for this job would be a spot rate between £190,506 and £197,983, if OCC was to align somewhere between market median and UQ for a local authority CEO.
- This range would also position the base salary above market median for the national cut of the all sector data and if near the top of the range, close to the median of the South East cut.

**Other considerations when setting the CEO pay level**

Factors to take into account when setting the pay level for the CEO:

- Desired market positioning e.g. do we want to pay at median or upper quartile in the market or somewhere in between.
- The impact of the cost of living in Oxfordshire and the current cost of living crisis, along with other market pressures OCC experiences.
- The comparison of what the CEO's base salary would be to both the lowest paid employee and the median base salary at OCC.

# Market benchmarking - Local authorities

**Local authorities benchmarking**

For the local authorities comparison, the benchmark has been calculated using 16 local authorities with a similar size budget (based on total service expenditure*) to OCC, taking the 8 authorities above and 8 authorities below OCC, based on ranked order of budget size.

In the table below we provide the **base salary** market benchmarking output for the Interim CEO role. This takes into account backward looking market data, as per typical benchmarking methodology and therefore has been aged by 1.5% to take into account the Chief Officer and Chief Executive Pay Award 2021/22.

| | Base salary (GBP) | | | | Comparatio | |
|---|---|---|---|---|---|---|
| | **Current** | **LQ** | **M** | **UQ** | **M** | **UQ** |
| **Interim Chief Executive Officer** | **187,775** | 181,370 | 190,506 | 197,983 | **98.6%** | **94.8%** |

**Local authorities included in the benchmark**
Bradford (Metropolitan borough), Bristol (Unitary), Cambridgeshire (County), Cornwall (Unitary), Cumbria (County), Durham (Unitary), Ealing (London borough), East Sussex (County), Gloucestershire (County), Leicestershire (County), Lincolnshire (County), Sheffield (Metropolitan borough), Suffolk (County), Tower Hamlets (London borough), Warwickshire (County) and Wiltshire (Unitary).

*\* Budget data is from LG Inform and data field used to gather the list of local authorities is: Budget - Total service expenditure (RA) (2021/22). The definition of which is as follows: This is the estimated budget net expenditure on all services. It is taken from the Revenue Accounts Budget. The data are budget estimates of local authority revenue expenditure. These estimates are on a non International Accounting Standards 19 (IAS19) & Private Finance Initiative (PFI) on an "Off Balance Sheet" basis*

**PwC observations**
- When comparing to benchmark data, the incumbent's currently salary level sits just behind market median, which we would consider to be **broadly in line with market.**
- But given the current volatility of salary in the market in response to the cost of living crisis, this position could change and become uncompetitive if base pay increases more rapidly in local authorities in order to be able to attract and retain talent.

# Market benchmarking - All sector

**All sector benchmarking**

For the all sector comparison, the benchmark comparison has two cuts of data, first is a National UK cut and the second is a South East regional cut (inc. London), with both being based on organisations with similar headcount sizes to OCC.

In the table below we provide the **base salary** market benchmarking output for the Interim CEO role, using May 20222 data and therefore no ageing has been applied.

| | Base salary (GBP) | | | | Comparatio | |
|---|---|---|---|---|---|---|
| | **Current** | **LQ** | **M** | **UQ** | **M** | **UQ** |
| **Interim Chief Executive Officer (South East)** | 187,775 | 176,460 | 205,000 | 263,012 | **91.6%** | **71.4%** |
| **Interim Chief Executive Officer (National)** | 187,775 | 137,542 | 190,325 | 260,000 | **98.7%** | **72.2%** |

**Points of note**
- Range seen in the National data cut are very wide and may be impacted more by regional differences in pay.
- Some organisations apply allowances on top of base salaries e.g location allowance, car allowance, etc.
- Outside of the public sector, substantial bonus payments are very common practice for CEO roles.

**PwC observations**
- When comparing to benchmark data, the incumbents current salary level sits just behind market median for the **National** cut of data, therefore **broadly in line with market.**
- But when comparing to the **South East** data cut, the incumbent sits below the market median and is closer to the lower quartile, which we would consider is **behind the market.**
- Note: previous point made in relation to volatility due to the cost of living crisis.

# Appendix: Methodology

## Job matching and comparator group

PwC have collected and applied data for the CEO role based on the following data decisions co created between PwC and OCC, as outlined below:

| Data | Data Methodology |
|---|---|
| **Industry sector** | ● Sector 1 - Local authorities<br>● Sector 2 - Public and private sector (all sector) |
| **Functions** | ● Relevant function to role only |
| **Level** | ● CEOs within organisations of a similar size to OCC |
| **Geography** | ● Sector 1 - National<br>● Sector 2 - National and South East |
| **Market positioning** | ● LQ, Median and UQ. Compare OCC's positioning against market median |

## Data sources

Data for this benchmarking exercise is based on consolidated information from the following sources:

- Publicly available local authority accounts;
- Third party data sources;
- PwC's industry-specific experience as appropriate to provide OCC with robust market benchmarks.

## Additional benchmarking assumptions

- Base pay has only been benchmarked
- From disclosed local authority accounts, the figure used is based on reported 'Salary, Fees and Allowances'

## Format of information

We present market information as follows from each source / regional cut of data:

- **Lower quartile (LQ) -** where 25% of posts receive less and 75% more than the figure shown;
- **Median (M) -** where 50% of posts receive less and 50% more than the figure shown;
- **Upper quartile (UQ) -** where 25% of posts receive more and 75% less than the figure shown;
- **Comparatio** - comparison of incumbents current base salary with the market median and with the UQ.

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**REPORT ANNEX 2**
**Proposed approach to the appraisal of the CEO and excerpt from the JNC handbook**

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**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 in 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.**

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## 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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# Chief Executive

# *360 Framework*

**Sonam1 Self**

It has been generated from responses provided by:

**Self: 1**

**Members: 1**

**Colleagues: 2**

**Direct reports: 2**

**Ext. Stakeholders: 2**

**Date: 15/12/2016**

This Report contains confidential information which should not be imparted to unauthorised persons.

## Introduction

Constructive feedback is increasingly recognised as a key to enhancing managerial effectiveness .

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives : specifically your own, members, and, if participating, your direct reports', colleagues' and external stakeholders/partners'. It is based on the analysis of responses to the Chief Executive 360 questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behaviour which could be proving a hindrance to your success in both the short and longer term. Such increased self awareness can, in turn, help you to maximise your effectiveness and develop your full potential .

It is recommended that you read through your report with a trained facilitator.

**Importance Summary**

This section shows how you and members have rated each of the competencies in terms of their importance to success in your job. Your own importance ratings are indicated in the first bar from top ; Members' importance ratings are indicated in the second bar.

Key to diagrams:

1= not at all important
2= not very important
3= moderately important
4= very important
5= extremely important

| EXAMPLE | | | Not at all important | | | Extremely important |
|---|---|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| **Leads and Develops Others** | | | | | | |
| | Self | 3.0 | | | | |
| | Members | 4.0 | | | | |

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|  |  | Not at all important | | | | Extremely important |
|---|---|---|---|---|---|---|
|  |  | 1 | 2 | 3 | 4 | 5 |

## Leads and Develops Others

Leads and Develops Others

| | |
|---|---|
| Self | 1.00 |
| Members | 5.00 |

## Takes Commercial, Risk Managed Decisions

Takes Commercial, Risk Managed Decisions

| | |
|---|---|
| Self | 2.00 |
| Members | 4.00 |

## Works in Partnership

Works in Partnership

| | |
|---|---|
| Self | 3.00 |
| Members | 3.00 |

## Effectively Influences

Effectively Influences

| | |
|---|---|
| Self | 4.00 |
| Members | 2.00 |

## Articulates a Compelling Strategic Vision and Values

Articulates a Compelling Strategic Vision and Values

| | |
|---|---|
| Self | 5.00 |
| Members | 1.00 |

## Confronts Pressures and Deals with Emotional Demands

Confronts Pressures and Deals with Emotional Demands

| | |
|---|---|
| Self | 4.00 |
| Members | 5.00 |

## Uses Creativity to Deliver Innovative Solutions

Uses Creativity to Deliver Innovative Solutions

| | |
|---|---|
| Self | 3.00 |
| Members | 4.00 |

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|  | | Not at all important | | | | Extremely important |
|---|---|---|---|---|---|---|
|  | | 1 | 2 | 3 | 4 | 5 |

## Understands the Issues

Understands the Issues

| Self | 2.00 |
| Members | 3.00 |

**Competency Summary**

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. 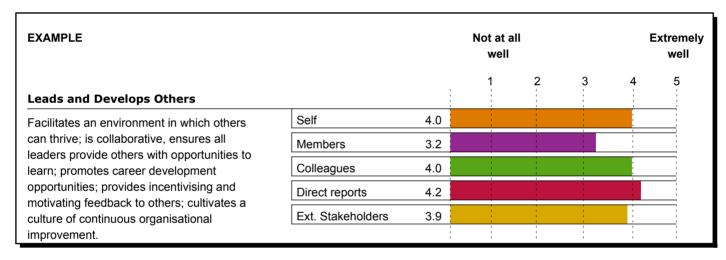This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by members' ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, direct reports and external stakeholders/partners respectively. The values summarize the average of the ratings on the questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. N/E indicates that all raters in that group rated 'No Evidence' for that item.

Key to diagrams:

1= not at all well
2= not very well
3= moderately well
4= very well
5= extremely well

| EXAMPLE | | Not at all well | | | | Extremely well |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| **Leads and Develops Others** | | | | | | |
| Facilitates an environment in which others can thrive; is collaborative, ensures all leaders provide others with opportunities to learn; promotes career development opportunities; provides incentivising and motivating feedback to others; cultivates a culture of continuous organisational improvement. | Self — 4.0 | | | | | |
| | Members — 3.2 | | | | | |
| | Colleagues — 4.0 | | | | | |
| | Direct reports — 4.2 | | | | | |
| | Ext. Stakeholders — 3.9 | | | | | |

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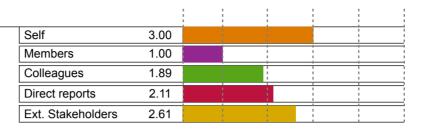|  | Not at all well |  |  | Extremely well |  |
|---|---|---|---|---|---|
|  | 1 | 2 | 3 | 4 | 5 |

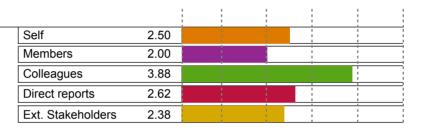## Leads and Develops Others

**Leads and Develops Others**

Facilitates an environment in which others can thrive; is collaborative, ensures all leaders provide others with opportunities to learn; promotes career development opportunities; provides incentivising and motivating feedback to others; cultivates a culture of continuous organisational improvement.

| | |
|---|---|
| Self | 3.00 |
| Members | 1.00 |
| Colleagues | 1.89 |
| Direct reports | 2.11 |
| Ext. Stakeholders | 2.61 |

## Takes Commercial, Risk Managed Decisions

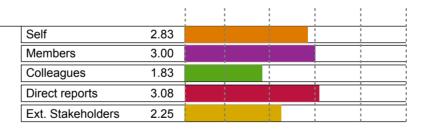**Takes Commercial, Risk Managed Decisions**

Makes commercial decisions in the public interest; is aware of beneficial business opportunities; innovates, prioritises expenditure effectively; balances serving the public with making sure the public gets value for money; understands the market place; drives action; takes prompt decisions and weighs up pros and cons; uses evidence to drive decision making.

| | |
|---|---|
| Self | 2.50 |
| Members | 2.00 |
| Colleagues | 3.88 |
| Direct reports | 2.62 |
| Ext. Stakeholders | 2.38 |

## Works in Partnership
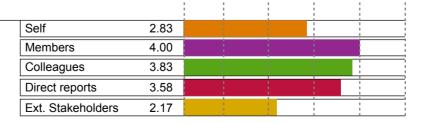
**Works in Partnership**

Works with individuals, groups and organisations within and beyond the council to deliver services; networks effectively; is receptive and empathetic towards others; actively shares knowledge and expertise; is open, honest and realistic with others; works with members to jointly deliver on their ambitions.

| | |
|---|---|
| Self | 2.83 |
| Members | 3.00 |
| Colleagues | 1.83 |
| Direct reports | 3.08 |
| Ext. Stakeholders | 2.25 |

## Effectively Influences

**Effectively Influences**

Negotiates effectively to achieve the best outcomes from investments; promotes the benefits of combining a strong ethos of public service with prudent commerciality; encourages others to look beyond traditional methods; builds credibility and gains the trust of others.
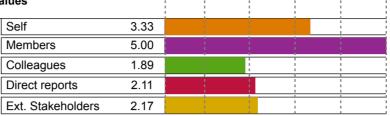
| | |
|---|---|
| Self | 2.83 |
| Members | 4.00 |
| Colleagues | 3.83 |
| Direct reports | 3.58 |
| Ext. Stakeholders | 2.17 |

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|  | Not at all well | | | | Extremely well |
|---|---|---|---|---|---|
|  | 1 | 2 | 3 | 4 | 5 |

## Articulates a Compelling Strategic Vision and Values

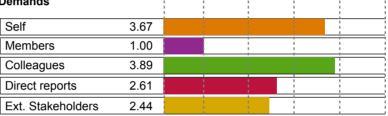**Articulates a Compelling Strategic Vision and Values**

Looks beyond short term challenges to an optimistic future; thinks broadly across the local community; articulates a positive and compelling vision to all; develops vision into actions that deliver outcomes; understands members' aspirations for communities; facilitates members to turn visions into reality.

| Self | 3.33 |
|---|---|
| Members | 5.00 |
| Colleagues | 1.89 |
| Direct reports | 2.11 |
| Ext. Stakeholders | 2.17 |

## Confronts Pressures and Deals with Emotional Demands

**Confronts Pressures and Deals with Emotional Demands**

Delivers in a high pressure, high profile and complex environment; maintains and promotes a positive outlook; copes effectively with demands of the role and ensures the organisation is supportive of staff; handles the responsibility for making decisions that affect others' lives; makes decisions consistently and explains rationale; learns from experience and feedback.

| Self | 3.67 |
|---|---|
| Members | 1.00 |
| Colleagues | 3.89 |
| Direct reports | 2.61 |
| Ext. Stakeholders | 2.44 |

## Uses Creativity to Deliver Innovative Solutions

**Uses Creativity to Deliver Innovative Solutions**

Looks broadly to generate new ideas and initiatives to meet current challenges and develop future strategies; is not constrained by bureaucracy or resistant to change; creates a culture than enables idea sharing, creativity and innovation both internally and externally; challenges assumptions and is open to novel approaches; embraces and promotes new technology which can improve performance.

| Self | 2.00 |
|---|---|
| Members | 2.00 |
| Colleagues | 1.81 |
| Direct reports | 3.06 |
| Ext. Stakeholders | 2.38 |

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|  |  | Not at all well | | | | Extremely well |
|---|---|---|---|---|---|---|
|  |  | 1 | 2 | 3 | 4 | 5 |

## Understands the Issues

**Understands the Issues**

Works with members to understand the complexity of issues facing communities; makes rational judgements based on experience, evidence and analysis; ensures the council has robust information systems; clearly defines required outcomes and expected results; encourages others to produce a wide range of viable solutions; sees issues from a variety of perspectives; facilitates a culture of analysis and evaluation to support commissioning.

| | |
|---|---|
| Self | 2.50 |
| Members | 3.00 |
| Colleagues | 4.00 |
| Direct reports | 3.75 |
| Ext. Stakeholders | 2.40 |

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**Frequency ratings per competency**

This section describes how each item was rated by each category of raters.  A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

Key to table:

S= Self
M= Members
C= Colleagues
D.R= Direct Reports
E.S= External Stakeholders/Partners

**EXAMPLE**

| Leads and Develops Others | S | M 1 2 3 4 5 | C 1 2 3 4 5 | D.R 1 2 3 4 5 | E.S 1 2 3 4 5 |
|---|---|---|---|---|---|
| Facilitates an environment in which others can thrive. | 3 | 1 | 1 1 | 1 1 | 2 |
| Supports members, colleagues and partners through coaching, mentoring and sharing learning. | 3 | 1 | 1 1 | 1 | 1 1 |
| Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills. | 3 | 1 | 2 | 1 1 | 2 |
| Creates and promotes career development opportunities. | 5 | 1 | 1 1 | 2 | 2 |
| Adopts a collaborative leadership approach with all colleagues, collaborators and partners. | 5 | 1 | 1 1 | 2 | 2 |
| Seeks, listens and evaluates the views of others. | 5 | 1 | 1 1 | 2 | 2 |
| Motivates and inspires those with whom they come into contact. | 5 | 1 | 1 1 | 1 | 2 |
| mean | 4.1 | 3.9 | 3.4 | 3.2 | 3.5 |

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## Leads and Develops Others

| Leads and Develops Others | S | M 1 | 2 | 3 | 4 | 5 | C 1 | 2 | 3 | 4 | 5 | D.R 1 | 2 | 3 | 4 | 5 | E.S 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Facilitates an environment in which others can thrive. | 1 | 1 | | | | | 2 | | | | | 2 | | | | | | 1 | | | 1 |
| Supports members, colleagues and partners through coaching, mentoring and sharing learning. | 1 | 1 | | | | | 1 | 1 | | | | | 2 | | | | | 1 | 1 | | |
| Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills. | 5 | 1 | | | | | 1 | | 1 | | | 1 | | 1 | | | | 1 | 1 | | |
| Creates and promotes career development opportunities. | 5 | 1 | | | | | 1 | | | 1 | | | 1 | | 1 | | | 1 | 1 | | |
| Adopts a collaborative leadership approach with all colleagues, collaborators and partners. | 2 | 1 | | | | | 1 | | | | 1 | 1 | | | | 1 | | 1 | 1 | | |
| Seeks, listens and evaluates the views of others. | 3 | 1 | | | | | 2 | | | | | 1 | 1 | | | | | 1 | 1 | | |
| Motivates and inspires those with whom they come into contact. | 2 | 1 | | | | | 1 | 1 | | | | 1 | 1 | | | | | 1 | 1 | | |
| Provides to colleagues a clear vision of what 'good' management and leadership looks like. | 5 | 1 | | | | | 1 | | 1 | | | | 1 | 1 | | | | 1 | 1 | | |
| Ensures a culture of continuous improvement and organisational learning. | 3 | 1 | | | | | 1 | | | 1 | | 1 | | | 1 | | | 1 | 1 | | |
| **mean** | **3.0** | **1.0** | | | | | **1.9** | | | | | **2.1** | | | | | **2.6** | | | | |

## Takes Commercial, Risk Managed Decisions

| Takes Commercial, Risk Managed Decisions | S | M 1 | 2 | 3 | 4 | 5 | C 1 | 2 | 3 | 4 | 5 | D.R 1 | 2 | 3 | 4 | 5 | E.S 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Makes sound commercial decisions in the public interest. | 1 | | 1 | | | | 1 | | | | 1 | 1 | 1 | | | | | 1 | 1 | | |
| Is alive to business opportunities that deliver for the council. | 5 | | 1 | | | | | | 1 | | 1 | 1 | 1 | | | | | 1 | 1 | | |
| Delivers on priorities, adjusting expenditure according to priority. | 1 | | 1 | | | | | | | 1 | 1 | 1 | 1 | | | | | 1 | 1 | | |
| Balances serving the public with ensuring the public gets value for money. | 4 | | 1 | | | | | | | 1 | 1 | | 1 | 1 | | | | 1 | 1 | | |
| Understands the market place – knows when and what to tender or commission. | 1 | | 1 | | | | | | | | 2 | 1 | | | 1 | | | 1 | 1 | | |
| Takes managed risks. | 4 | | 1 | | | | 1 | | | | 1 | 1 | | 1 | | | | 1 | 1 | | |
| Takes prompt decisions, weighting up pros and cons. | 3 | | 1 | | | | | | 1 | | 1 | | 2 | | | | | | 2 | | |
| Uses financial data to inform decisions. | 2 | | 1 | | | | | | | 1 | 1 | | | 2 | | | | | | 2 | |
| Uses credible evidence to drive decision making. | 1 | | 1 | | | | | | | 1 | 1 | | 1 | | 1 | | | | 2 | | |
| Uses financial data to ensure the best use of public money. | 5 | | 1 | | | | | | | | 2 | | 1 | | 1 | | | | 2 | | |
| Creates social value by maximising efficiency. | 1 | | 1 | | | | 1 | | | | 1 | 1 | 1 | | | | | 1 | 1 | | |
| Creates social value by driving action and ensuring delivery. | 2 | | 1 | | | | | | 1 | | 1 | 1 | 1 | | | | | | 2 | | |
| **mean** | **2.5** | **2.0** | | | | | **3.9** | | | | | **2.6** | | | | | **2.4** | | | | |

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## Works in Partnership

| Works in Partnership | S | M1 | M2 | M3 | M4 | M5 | C1 | C2 | C3 | C4 | C5 | D.R1 | D.R2 | D.R3 | D.R4 | D.R5 | E.S1 | E.S2 | E.S3 | E.S4 | E.S5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Works in partnerships with all others – members, partners, stakeholders, charities, voluntary organisations. | 1 | | | 1 | | | 2 | | | | | 1 | | 1 | | | | | | 2 | |
| Networks effectively in the local government environment despite constant ambiguity. | 1 | | | 1 | | | 1 | 1 | | | | | 1 | | 1 | | | | 2 | | |
| Relates humanly towards others - members, staff, stakeholders, partners and citizens. | 4 | | | 1 | | | 1 | | 1 | | | | | 2 | | | | | 2 | | |
| Actively shares knowledge and expertise with others. | 3 | | | 1 | | | 1 | | | 1 | | | | | 2 | | | | 2 | | |
| Is open and honest in their approach, transparent with others about what is possible. | 4 | | | 1 | | | 1 | | | | 1 | | 1 | | 1 | | | | 2 | | |
| Works in partnership with members to deliver policies and priorities. | 4 | | | 1 | | | 2 | | | | | 1 | | | 1 | | | | 1 | 1 | |
| **mean** | **2.8** | **3.0** | | | | | **1.8** | | | | | **3.1** | | | | | **2.3** | | | | |

## Effectively Influences

| Effectively Influences | S | M1 | M2 | M3 | M4 | M5 | C1 | C2 | C3 | C4 | C5 | D.R1 | D.R2 | D.R3 | D.R4 | D.R5 | E.S1 | E.S2 | E.S3 | E.S4 | E.S5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Negotiates effectively with others. | 4 | | | | 1 | | 1 | | | | 1 | 1 | | | 1 | | 1 | 1 | | | |
| Promotes ideas in a persuasive and influential manner. | 2 | | | | 1 | | | | 1 | | 1 | 1 | | | 1 | | | | 2 | | |
| Builds credibility. | 2 | | | | 1 | | | | 1 | | 1 | | | 1 | 1 | | | | 2 | | |
| Gains the trust and respect of others. | 5 | | | | 1 | | | | | 1 | 1 | | | 1 | 1 | | | | 2 | | |
| Encourages others to look and learn beyond their own services for effective solutions. | 3 | | | | 1 | | | | | | 2 | | | 1 | 1 | | | | 2 | | |
| Encourages all others to identify new solutions to make the best use of scarce public resources. | 1 | | | | 1 | | 1 | | | | 1 | 1 | | | 1 | | | | 1 | 1 | |
| **mean** | **2.8** | **4.0** | | | | | **3.8** | | | | | **3.6** | | | | | **2.2** | | | | |

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## Articulates a Compelling Strategic Vision and Values

| Articulates a Compelling Strategic Vision and Values | S | M | | | | | C | | | | | D.R | | | | | E.S | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Recognises both the challenges and opportunities. | 3 | | | | 1 | | 2 | | | | | 2 | | | | | | | 1 | 1 | |
| Maintains an optimistic outlook despite challenges. | 4 | | | | 1 | | 1 | 1 | | | | | 2 | | | | | | 2 | | |
| Articulates a positive and compelling vision both internally and externally. | 2 | | | | 1 | | 1 | | 1 | | | 1 | | 1 | | | | | 2 | | |
| Can develop vision into actions that deliver the desired outcomes. | 4 | | | | 1 | | 1 | | | 1 | | | 1 | | 1 | | | | 2 | | |
| Understands and develops the organisation's future potential. | 5 | | | | 1 | | 1 | | | | 1 | 1 | | | | 1 | | | 1 | 1 | |
| Presents a positive vision of the future to members, colleagues, stakeholders and partners. | 4 | | | | 1 | | 2 | | | | | 1 | 1 | | | | | | 2 | | |
| Understands members' aspirations for the community. | 1 | | | | 1 | | 1 | 1 | | | | 1 | 1 | | | | | | 2 | | |
| Anchors their vision for the authority in the context of the local communities and partners. | 2 | | | | 1 | | 1 | | 1 | | | 1 | 1 | | | | | | 2 | | |
| Sets and develops policies, strategies, priorities and non- priorities in partnership with members. | 5 | | | | 1 | | 1 | | | 1 | | 1 | | | 1 | | | | 1 | 1 | |
| **mean** | 3.3 | | | 5.0 | | | | | 1.9 | | | | | 2.1 | | | | | 2.2 | | |

## Confronts Pressures and Deals with Emotional Demands

| Confronts Pressures and Deals with Emotional Demands | S | M | | | | | C | | | | | D.R | | | | | E.S | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Delivers results in a high pressure, high profile environment. | 5 | 1 | | | | | 1 | | | | 1 | 1 | 1 | | | | | | 1 | 1 | |
| Maintains a positive outlook. | 4 | 1 | | | | | | | 1 | | 1 | | 1 | 1 | | | | | 1 | 1 | |
| Encourages others to have a positive outlook. | 2 | 1 | | | | | | | | 1 | 1 | | 1 | 1 | | | | | 1 | 1 | |
| Appears to cope effectively with the physical and mental demands of a public services role. | 2 | 1 | | | | | | | | 1 | 1 | | | 1 | 1 | | | | 1 | 1 | |
| Ensures staff are supported in their roles. | 5 | 1 | | | | | | | | | 2 | | 1 | | | 1 | | | 1 | 1 | |
| Handles the responsibility for making decisions that affect peoples' lives. | 5 | 1 | | | | | 1 | | | | 1 | 1 | | | 1 | | | | 1 | 1 | |
| Makes decisions in a consistent and confident way. | 5 | 1 | | | | | | | 1 | | 1 | | 2 | | | | | | 1 | 1 | |
| Can explain rationale for decisions persuasively. | 3 | 1 | | | | | | | | 1 | 1 | | | 2 | | | | | 1 | 1 | |
| Learns from experience, self-reflection and feedback. | 2 | 1 | | | | | | | | 1 | 1 | 1 | | | 1 | | | | 2 | | |
| **mean** | 3.7 | | | 1.0 | | | | | 3.9 | | | | | 2.6 | | | | | 2.4 | | |

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## Uses Creativity to Deliver Innovative Solutions

| Uses Creativity to Deliver Innovative Solutions | S | M 1 | 2 | 3 | 4 | 5 | C 1 | 2 | 3 | 4 | 5 | D.R 1 | 2 | 3 | 4 | 5 | E.S 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Looks widely and broadly across sectors for new ideas and initiatives. | 1 | | | 1 | | | 2 | | | | | 1 | | 1 | | | | | 1 | 1 | |
| Looks for new ideas, initiatives and good sector practice in partnership with members, stakeholders, partners and staff. | 3 | | 1 | | | | 1 | 1 | | | | | 1 | | 1 | | | | 1 | 1 | |
| Fosters an environment that enables members, partners, stakeholders and staff to share ideas and be creative. | 1 | | 1 | | | | 1 | | 1 | | | | | 2 | | | | | 1 | 1 | |
| Is willing to do things differently. | 2 | | 1 | | | | 1 | | | 1 | | | | | 2 | | | | 1 | 1 | |
| Is able to challenge assumptions. | 2 | | 1 | | | | 1 | | | | 1 | | | 1 | | 1 | | | 1 | 1 | |
| Is open to novel approaches. | 4 | | 1 | | | | 2 | | | | | 1 | | | 1 | | | | 1 | 1 | |
| Embraces new technology. | 1 | | 1 | | | | 1 | 1 | | | | | 1 | 1 | | | | | 2 | | |
| Looks for ways technology can be harnessed to improve services and communication. | 2 | | 1 | | | | 1 | | 1 | | | | | 1 | 1 | | | | 2 | | |
| **mean** | **2.0** | **2.0** | | | | | **1.8** | | | | | **3.1** | | | | | **2.4** | | | | |

## Understands the Issues

| Understands the Issues | S | M 1 | 2 | 3 | 4 | 5 | C 1 | 2 | 3 | 4 | 5 | D.R 1 | 2 | 3 | 4 | 5 | E.S 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Works systematically and analytically with members and colleagues on the complex issues. | 1 | | | 1 | | | 1 | | | | 1 | 1 | | | 1 | | 1 | 1 | | | |
| Understands how any one issue is part of a much larger whole. | 2 | | | 1 | | | | | 1 | | 1 | | 1 | | | 1 | | | 1 | 1 | |
| Makes reasoned and balanced judgements from critically evaluated information. | 3 | | | 1 | | | | | 1 | | 1 | | | 1 | 1 | | | | 1 | 1 | |
| Ensures the council has robust performance management. | 1 | | | 1 | | | | | | 1 | 1 | | | | 1 | 1 | | | 1 | 1 | |
| Clearly defines the outcomes and results they require from others. | 3 | | | 1 | | | | | | | 2 | | | | 1 | 1 | | | 1 | 1 | |
| Enables the council to make rational judgements through the provision of robust performance management systems. | 3 | | | 1 | | | 1 | | | | 1 | 1 | | | 1 | | | | 1 | 1 | |
| Constructively challenges others' assumptions and recommendations. | 3 | | | 1 | | | | | 1 | | 1 | | 1 | | 1 | | | | 1 | 1 | |
| Encourages others to come up with workable solutions. | 2 | | | 1 | | | | | 1 | | 1 | | | 1 | | 1 | | | 1 | 1 | |
| Sees issues from a variety of perspectives. | 3 | | 1 | | | | | | | 1 | 1 | | | | 2 | | | | 1 | 1 | |
| Facilitates a culture where information is analysed and evaluated. | 4 | | 1 | | | | | | | | 2 | | | | | 2 | | | 1 | 1 | |
| **mean** | **2.5** | **3.0** | | | | | **4.0** | | | | | **3.8** | | | | | **2.4** | | | | |

### Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings). From others´ perspective, you have your individual strengths in these particular behavioural patterns.

| Rank | Behaviour | Average score without Self | Competency |
|------|-----------|---------------------------|------------|
| 1 | Facilitates a culture where information is analysed and evaluated. | 4.00 | Understands the Issues |
| 2 | Encourages others to look and learn beyond their own services for effective solutions. | 3.86 | Effectively Influences |
| 2 | Clearly defines the outcomes and results they require from others. | 3.86 | Understands the Issues |
| 3 | Ensures the council has robust performance management. | 3.71 | Understands the Issues |
| 3 | Gains the trust and respect of others. | 3.71 | Effectively Influences |
| 4 | Sees issues from a variety of perspectives. | 3.57 | Understands the Issues |
| 5 | Understands the market place – knows when and what to tender or commission. | 3.43 | Takes Commercial, Risk Managed Decisions |
| 5 | Encourages others to come up with workable solutions. | 3.43 | Understands the Issues |
| 5 | Uses financial data to ensure the best use of public money. | 3.43 | Takes Commercial, Risk Managed Decisions |
| 6 | Builds credibility. | 3.29 | Effectively Influences |
| 6 | Makes reasoned and balanced judgements from critically evaluated information. | 3.29 | Understands the Issues |
| 6 | Balances serving the public with ensuring the public gets value for money. | 3.29 | Takes Commercial, Risk Managed Decisions |
| 6 | Ensures staff are supported in their roles. | 3.29 | Confronts Pressures and Deals with Emotional Demands |

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**Lowest ratings**

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others´ perspective, this is where you will find particular personal areas of development.

| Rank | Behaviour | Average score without Self | Competency |
|---|---|---|---|
| 1 | Seeks, listens and evaluates the views of others. | 1.57 | Leads and Develops Others |
| 2 | Facilitates an environment in which others can thrive. | 1.71 | Leads and Develops Others |
| 2 | Motivates and inspires those with whom they come into contact. | 1.71 | Leads and Develops Others |
| 3 | Supports members, colleagues and partners through coaching, mentoring and sharing learning. | 1.86 | Leads and Develops Others |
| 3 | Looks widely and broadly across sectors for new ideas and initiatives. | 1.86 | Uses Creativity to Deliver Innovative Solutions |
| 4 | Recognises both the challenges and opportunities. | 2.00 | Articulates a Compelling Strategic Vision and Values |
| 4 | Presents a positive vision of the future to members, colleagues, stakeholders and partners. | 2.00 | Articulates a Compelling Strategic Vision and Values |
| 4 | Provides others - colleagues, staff, members, partners and stakeholders - with opportunities to develop new skills. | 2.00 | Leads and Develops Others |
| 4 | Is open to novel approaches. | 2.00 | Uses Creativity to Deliver Innovative Solutions |
| 4 | Embraces new technology. | 2.00 | Uses Creativity to Deliver Innovative Solutions |

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## Chief Executive Officer Competencies and Development Tips

### Leads & Develops Others

*Facilitates an environment in which others can thrive despite scarce public resources by actively supporting all colleagues through coaching, mentoring and shared learning and experience. Provides others - colleagues, staff, members, partners and stakeholders with opportunities to learn new skills. Creates and promotes career development opportunities. Adopts a collaborative leadership approach through seeking and understand ing the views of others. Provides empowerment and incentivising and motivating feedback to others - service users, staff and members. Ensures the Management Team take ownership of the training and development of staff. Creates, facilitates and ensures a culture of continuous improvement and organisational learning which enables the delivery of objectives, learning and development, innovation, experimentation and learning from success and failure.*

| | |
|---|---|
| 1. | Reflect on your leadership style and approach, are you perso nally leading the organisation through your direction, control or charisma or are you dispersing leadership throughout the organisation so that everybody in your organisation can lead the community? Talk this through with a coach. |
| 2. | Gather feedback on the extent to which your colleagues feel that this is a learning organisation or a blame culture. If the view is more towards the latter, immediately address that so that your authority can continuously improve and better deliver against objectives. Consider d iscussing this with a mentor. |
| 3. | Analyse the data on learning and development. What opportunities are provided for your staff, partners, members and stakeholders to learn new skills? If it's not where you want it to be empower your Learning and Development Team to develop a wider range of opportunities and lead the way by promoting coaching, engaging in mentoring and presenting shared learning. |

### Takes Commercial, Risk Managed Decisions

*Makes sound commercial decisions which are in the public interest. Ali ve to business opportunities that either assist the council in achieving key objectives or deliver a return for the council. Able to focus on priorities and reduce expenditure in non -priority or critical areas. Balances serving the public with making sure the public gets value for money. Understands the market place – knows when and what to tender or commission. Takes prompt decisions and managed risks through weighing up pros and cons. Informs decisions with financial data to ensure the best use of public money. Uses credible evidence to drive decision making. Creates social value through maximising efficiency, thinking innovatively, driving action and using all sectors to deliver the best service for the community.*

| | |
|---|---|
| 4. | Reflect on the extent to which you feel you are a "steward of scare public resources". Do you have the skills and knowledge you need to fulfil this role? What would increase your confidence here? Follow up on this with specific learning objectives and actions, and consider if coaching would b e helpful. |
| 5. | Discuss with your colleagues, members and partners the challenges of being ethically commercial. How well do they feel they are able to balance this challenge? What principles or guidance could you provide to help them with these difficult de cisions? |
| 6. | Investigate the level of commercial skills in your authority and members. How could these be increased and invigorated? What are the opportunities for working with partners, shared learning or cross -fertilisation of skills? Ask your Finance an d Learning and Development team to analyse the gaps and upskill. |

### Works in Partnership

*Works in partnerships with members, partners, stakeholders, charities, voluntary organisations and others to deliver efficient and effective demand -led services. Networks effectively in a system which is characterised by ambiguity and complexity. Is receptive and empathetic towards members, staff, stakeholders, partners and citizens. Actively shares knowledge and expertise to help others deliver a better service. I s open, honest and realistic with members, stakeholders, partners, staff, and the public. Works with members to jointly deliver on their ambitions and policies.*

| | |
|---|---|
| 7. | Reflect honestly on your approach to partnership working. Do you still see the role of the au thority as "Benevolent Municipalism" or are you on board with the idea of a "Networked Authority". Are you doing all you can to lead your colleagues and members to a new way of working in partnership? Talk this through with a coach. |
| 8. | Discuss with your colleagues whether the systems and practices in your authority are enabling them to take a "whole person approach" to care and other services. Empower them to challenge or change the system where it acts as a barrier. |
| 9. | Look at how you allocate your time. Are you giving the right proportion to interaction with your partners and networks? If not what can you do about this – can you combine more opportunities to enable a greater reach? Ask a mentor how they achieve this balance. |

## Effectively Influences

*Negotiates effectively to ensure that communities achieve the best outcomes for investment. Promotes the benefits of combining a strong ethos of public service with prudent commerciality. Encourages colleagues to look beyond their own services and traditional methods to identify with effective solutions with scarce public resources. Builds credibility and gains the trust and respect of members, partners, stakeholders and staff.*

1. Reflect on the extent to which you encourage others to look beyond their own horizons and the extent to which you facilitate this by being open to unusual suggestions or solutions. Are you inadvertently discouraging this type of idea sharing? Discuss the effectiveness of your approach with a coach.

2. Work on your influencing ability. In any situation identify how you can achieve a compromise where all parties feel satisfied. Identify where people push too hard or give in too easily. Set yourself up as an honest broker during tense, interpersonal situations. Step into situations before they become stressful. As appropriate gather immediate feedback on how helpful your interventions are.

3. Consider your own credibility, are you seen as somebody to trust and respect? If not take steps to address that. Publicly accept blame when things go wrong; Express faith in the team's ability. Place any failure in a wider context to encourage perspective. Deflect criticism of people within your organisation by others. Declare you will take responsibility for your authority's results. Shared this with your staff and partners and ensure they understand you are all 'in this together'. This is a good area to work on in partnership with a coach or mentor.

## Articulates a Compelling Strategic Vision and Values

*Recognises the challenges and opportunities and sees beyond short term challenges to an optimistic future. Articulates a positive and compelling vision both internally and externally. Can develop vision into actions that deliver the desired outcomes. Understands members' aspirations for communities and develops the organisation's future potential to deliver. Thinks broadly to anchor that vision to the local community and service partners, stakeholders and sectors. Facilitates members to develop and articulate policies and priorities to turn the vision into reality.*

4. Reflect on organisational changes you have implemented. Has structural change delivered benefits for you? How can you move away from changing the structure to creating an environment that enables the staff in your authority to be what they need to be to deliver the best service?

5. Challenge yourself to articulate your vision for your community and that of your members. Are they aligned? Are they understood? Are they anchored to the local community and inclusive of service partners and stakeholders? If not consider what you need to do, in partnership with others, to articulate a positive and compelling vision.

6. Research different approaches to organisational structure and public sector working. How can you enable more fluid working in your authority and with your partner organisations? Is this something that a mentor could support?

## Confronts Pressures and Deals with Emotional Demands

*Delivers in a high pressure, high profile and complex environment. Maintains, promotes and encourages a positive outlook. Copes effectively with the emotional, intellectual and physical demands of a public service role and ensures the organisation supports staff in doing so. Handles the responsibility and accountability for making decisions that affect peoples' lives. Decisions made in a consistent way and confidently and persuasively explains rationale. Learns from experience and feedback, constantly developing and reflecting.*

7. Reflect on the extent to which you initiate and generate activity compared to the time you spend responding to others or fire-fighting. Do you feel you have the balance right? If not take steps to address this so that you make the impact you should. Work through the challenges with a coach.

8. Discuss with colleagues (and possibly staff) the culture of your organisation in terms of how you and your staff cope with the emotional demands of your roles and maintain a positive outlook. Jointly come up with actions that can help relieve actual stress in staff and use change management techniques (such as organisational story-telling) to promote a positive attitude on a day to day basis.

9. Calculate how much time you have invested in your own development over the last year. Are you making sufficient time to reflect on practice and learn from others? If not, what is the impact of that on you and your authority? Create a plan to address this and hold yourself accountable for investing in yourself.

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## Uses creativity to deliver innovative solutions

*Looks widely and broadly across sectors and with members, stakeholders, partners and staff to generate new ideas and initiatives to meet current challenges and develop future strategies. Is not constrained by bureaucracy, the way things have traditionally been done, or resistance to change. Creates an environment and culture that enables idea sharing, creativity and innovation both internally and externally. Is able to challenge assumptions and be open to novel approaches, moving the organisation from rigid structures to agile, fluid and collaborative approaches. Embraces and promotes new technology and looks for ways it can be harnessed to improve service delivery, communications and alternate working patterns.*

| | |
|---|---|
| 1. | Reflect on the challenge of delivering services within this era of "perma-austerity". What can you do to rethink your services and be creative in challenging times? Are you enlisting the support that is available to do this? Are you drawing on the talents of your staff, members, stakeholders and partners as much as you could? |
| 2. | In consultation with your staff and colleagues look at whether your existing approaches or processes are still fit for purpose and whether any changes would deliver better outcomes. These do not have to be full scale reviews, they could be tiny tweaks that make a significant difference to the quality of service delivery even if they don't provide efficiencies. |
| 3. | Consider the data you have on your local population. Are you accessing and using all of the data that is available? Is it providing you with insights that help you understand your local populations and engage with your citizens? If not review this with your senior team and ensure you are using technology and data to improve services and communication. Discuss with peers who is ahead of the game in this area and what can you learn from them. |

## Understands the Issues

*With members works systematically through the complexity of issues facing local communities, recognising how any one issue is part of a larger issue and needs to be tackled in this context. Makes rational judgements from the available information and based on evidence and analysis, able to constructively challenge others' assumptions and recommendations. Ensures the council has robust performance management and management information systems to enable rational judgements to be made from the information and analysis. Clearly defines the required outcomes and results required. Enables and encourages members, staff, stakeholders, and partners so that a wide range of viable solutions are produced to match competing demands with legitimate expectations.*
*Is able to see issues from a variety of perspectives, supported by an understanding of the cultures and motivations of other agencies supporting citizens. Benefits from a portfolio career across a range of business areas and sectors. Facilitates a culture where information is analysed and evaluated to ensure evidence based decision-making and sound commissioning.*

| | |
|---|---|
| 4. | Reflect on how "fresh" your perspective is. Have you been in this role or organisation for some time? Would you benefit from spending time in other authorities, partner organisations or local businesses to refresh? Quickly set up some informal opportunities and afterwards reflect on what you have learnt or how your view has been changed. Allow yourself to be challenged by a mentor, colleague or member on this. |
| 5. | Discuss with your staff and members how rooted you are in the local community. Do you as individuals feel the impact of your policies? Do you know whether you are adapting central policies sufficiently for your local environment? Gather ideas on how you your authority could be more in touch with your community's needs. |
| 6. | Review your performance data. How accountable are your senior team and the relevant staff for the performance of their service area? Consider whether you are setting sufficiently clear objectives, defining a clear enough direction and really holding others to account for their areas of responsibility. What more could you do here? |

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## REPORT COMMENTARY

This report was generated using the SHL online Multirater Feedback System. It includes information from the Chief Executive 360 questionnaire. This competency framework and questionnaire was developed by SHL consultants in conjunction with stakeholders from the LGA. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

Chief Executive 360 Feedback Report, version 1.0, UK English

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