

# PERFORMANCE & DEVELOPMENT PROGRAMME: FRAMEWORK FOR ASSESSMENT OF CHIEF EXECUTIVE

## Purpose

This document sets out the framework within which the setting of objectives for the council's Chief Executive, and assessment of performance and identification of development needs against those objectives, will take place. The focus of the process is to clarify what the chief executive is expected to achieve through the identification of mutually agreed objectives which are relevant, challenging but achievable.

## Aims of Appraisal

To

- a) Identify and clarify the key objectives, priorities and targets of the council and appropriate timescales for their achievement over the next agreed period (eg year; period of administration).
- b) Agree what the chief executive should personally achieve over the next 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.
- c) Discuss positive achievements over the past twelve months and identify reasons for good performance.
- d) Discuss instances over the past twelve months where targets have not been met, identifying the factors preventing the achievements of agreed goals.
- e) Discuss developmental requirements. The chief executive will have strengths and weaknesses and the parties should identify any 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.

## Appraisal process and indicative timescales

The formal performance and development process will not replace or prevent a continuous informal dialogue between the Chief Executive and Leader regarding performance.

The Leader, supported by the Deputy Leader, will lead the formal process which, as a minimum, will include the following steps:

	<b>Activity</b>	<b>Who</b>	<b>When</b>
1.	Produce a draft set of objectives for discussion (usually around February)	Chief Executive	By end January

	<b>Activity</b>	<b>Who</b>	<b>When</b>
2.	Informal discussion of draft objectives with Group Leaders	Leader	By end February
3.	Agreement of final objectives (written record maintained)	Leader/Deputy Leader/Chief Executive	By end March
4.	Include in Leader's Report to Council that the appraisal has taken place and, by agreement, a summary of the key objectives set for the forthcoming year.	Leader	First available Council meeting.
5.	Formal 6-monthly review of performance against objectives (written record maintained)	Leader/Deputy Leader/Chief Executive	By end September
6.	Take informal soundings from Group Leaders about Chief Executive's performance, and any amendments necessary to objectives going forward to inform step 1 (above) of the annual cycle	Leader	January
7.	Periodically (no less than every third year) secure external facilitation to ensure objectivity is maintained through the assessment cycle.	Leader/Chief Executive	

External assistance in facilitating the performance and development process to maintain an independent perspective may be sought from Local Government Employers (LGE), from the West Midlands Regional Employers' Organisation or SOLACE. Any costs associated with such external facilitation will be met from the chief executive's office budget.