
Minutes of the meeting of the Committee to Determine the Terms and Conditions of Employment of Chief and Deputy Chief Officers, held in Committee Room 4 County Hall, Chelmsford, CM1 1QH on Wednesday, 28 June 2017

Present:

Councillors:

D Finch Chairman
K Bentley
M Mackrory
D Madden

The following officers were present in support:

Gavin Jones Chief Executive
Pam Parkes Director, Organisation Development & People
Alison Roberts Head of People Business Partners
Judith Dignum Committee Services Manager (Secretary)

1 Election of Chairman

Resolved:

That Councillor David Finch be elected as Chairman for the meeting.

2 Minutes of Previous Meetings

The minutes of previous meetings of the Committee were approved as a correct record and signed as follows:

Meeting Date	Signed by
17 November 2016	Councillor D Finch
11 January 2017	Councillor D Finch
18 January 2017	Councillor D Finch
31 March 2017	Councillor K Bentley
6 April 2017	Councillor D Finch

It was agreed that, although the approval and signature of the Committee's minutes should continue to be included on the agenda only for those meetings held for the conduct of substantive business, in future, the minutes of meetings held to consider appointments should be circulated to those present as soon as they became available.

3 Declarations of Interest

The Chairman reminded Members to declare any interests now or at the point during the meeting at which they arose.

4 Appointments Sub-Committee – Outcome of Recent Meetings (CO/01/17)

Following consideration of a report by the Committee Services Manager (CO/01/17), it was

Resolved:

That the outcome of meetings of the Appointments Sub-Committee from 31 March 2016 - 30 April 2017 be noted.

5 Exclusion of the Press and Public

Resolved:

That, having reached the view that the public interest in maintaining the exemption (and discussing the matter in private) outweighed the public interest in disclosing the information, the public (including the press) be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as specified in paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972 - information relating to any individual or which is likely to reveal the identity of any individual).

6 CMB Performance (CO/02/17)

(Press and public excluded)

The Committee considered report CO/02/17 by the Chief Executive which set out the performance outcome of each of the Executive Directors in post as at 1 April 2017 for the performance year 2016/17, together with the finalised performance objectives for 2017/18 for the Executive Directors, Director Adult Social Care and Director for Organisational Development and People. Members noted the changes that had been introduced to the performance management process for the Chief Executive, and were advised that the outcome of this in terms of assessment for the performance year 2016/17 and performance objectives for the performance year 2017/18 would be circulated to the Committee for consideration during August 2017.

In considering the report, the Committee received the Chief Executive's detailed comments on the rationale behind his performance assessment of each of the individuals mentioned in Appendix A, and noted his comments on the challenges facing individuals and services during 2017/18. The following points arose:

- The Chief Executive commented on progress towards achieving a more professional system of performance appraisal, including efforts to change the perception of what constituted a positive performance outcome and the intention for objectives to become less prescriptive.

- The Committee noted that a revised performance management process was to be introduced across the Council for 2018/19. This would place greater emphasis on organisational behaviours, reflecting widespread feedback from staff. Careful consideration would be given to Cabinet Member involvement within the new system in terms of Corporate Management Board (CMB) performance.
- The Chief Executive clarified the accountabilities of Executive Directors with regard to delivering their objectives. It was agreed that guidance should be provided to all Cabinet Members concerning expectations around their interaction with the Chief Executive and Senior Officers.
- Members noted that, for 2017/18, each CMB member had a combination of shared corporate objectives and objectives specific to their individual responsibilities, and that there were likely to be some changes to the objectives during the year. The Committee requested correction of a 'cut and paste' error within the objectives, and that the first proposed measure against the shared objective relating to Financial Management (specifying that final out turn position should be within 20% of the variance identified at Q3 for both revenue and capital) should be reviewed to ensure appropriate safeguards were in place to protect the organisation from an unintended overspend.
- The Chief Executive undertook to ensure that Cabinet Members were informed of the outcome of the mid-year review process.

Resolved:

1. That the Chief Executive's determination of the performance outcome of each of the Executive Directors remaining in post as at 1 April 2017 for the performance year 2016/17, as set out in Appendix A to report CO/02/17, be confirmed.
2. That the finalised performance objectives for 2017/18 for the Executive Directors, Director Adult Social Care and Director Organisational Development and People, as set out in Appendix B to report CO/02/17, be agreed, subject to correction of a 'cut and paste' error and a review of the first proposed measure against the shared objective relating to Financial Management (specifying that final out turn position should be within 20% of the variance identified at Q3 for both revenue and capital) to ensure appropriate safeguards were in place to protect the organisation from an unintended overspend.
3. That the Leader's determination of the performance outcome of the Chief Executive for the performance year 2016/17 and recommended performance objectives for the performance year 2017/18 be circulated to the Committee for consideration during August 2017.
4. That guidance be provided to all Cabinet Members concerning expectations around their interaction with the Chief Executive and Senior Officers.
5. That the Chief Executive inform Cabinet Members of the outcome of the mid-year review process.

Chairman