

## Appendix B

### Performance Framework for Other Members of the Corporate Leadership Team (CLT)

- 1.1 The performance framework should be a two way process between the CLT member and an agreed panel and will provide a structured opportunity to review annual performance during an appraisal, set agreed objectives and development opportunities for the forthcoming year, and to provide a mechanism for reviewing the objectives during the year.
- 1.2 The panel would comprise the following:
  - The Chief Executive (Chair)
  - The Leader of the Council

The panel will be supported by a facilitator who will act as advisor to the panel. The facilitator should be formally appointed by the Chief Executive in conjunction with the Chief HR Officer; however the CLT member will be consulted over the choice of the facilitator. It is recommended that the facilitator be either an external appointment or the Chief HR Officer.

- 1.3 The CLT member should prepare 2 presentations in advance of the annual appraisal meeting (see 1.5 and 1.7 below), and submit these in accordance with agreed timescales to the panel. The CLT member may choose to discuss the presentations with the facilitator prior to the meeting. The content of the presentations should clearly link to both the Council's Corporate Plan and to the Council's Core Values and Behavioural Framework.
- 1.4 The panel will have the opportunity to hold a pre-meeting to discuss and formulate a shared view of the major challenges facing the Council and begin to turn these into objectives to be discussed with the CLT member.
- 1.5 During the annual appraisal, the CLT member should firstly present a review of his/her achievements and outcomes compared against the objectives set for the preceding 12 month period.
- 1.6 The panel should then have the opportunity to feedback to the CLT member on the presentation content and highlight any areas that they believe may require further attention along with a discussion on lessons learned during the period being reviewed.
- 1.7 The second presentation from the CLT member should then focus on his/her understanding of the objectives and challenges to be achieved within the forthcoming 12 months (or longer depending on the nature of each objective) and any personal development requirements.
- 1.8 The panel should then enter into a discussion with the CMT member around the suggested objectives and personal targets with a view to reaching agreement on the objectives from all parties.

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- 1.9 Following the appraisal meeting, a short report will be written by the facilitator and reviewed by the CLT member. The report will then be kept on the CLT member's personal file.
- 1.10 If appropriate after the appraisal, the CLT member should prepare a short action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the Chief Executive in order to reach a final agreement on the content of the action plan and personal development plan. The action plans could include methodology, timescales, milestones, dependencies and success criteria. A copy of the action plan and personal development plan should be sent to the Chief HR Officer to keep on the CLT member's personal file.
- 1.11 Within the performance framework, the objectives agreed during the annual appraisal should be formally reviewed mid way through the 12 month period; however they should also form the basis of any 1-2-1 meeting between the Chief Executive and the CLT member.