

## Appendix D

### 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 ~~Head of Paid Service~~Chief Executive (Chair)
  - The Leader of the Council

The panel will be supported by an ~~external~~ facilitator who will act as advisor to the panel. The ~~external~~ facilitator should be formally appointed by the ~~Head of Paid Service~~Chief Executive in conjunction with the Chief HR Officer; however the CLT member will be consulted over the choice of the ~~external~~ 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 ~~committee agreed~~ timescales to the panel. The CLT member may choose to discuss the presentations with the ~~external~~ 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 ~~should~~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.

## Appendix D

- 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.
- 1.9 Following the appraisal meeting, a [short](#) report will be written by the [external facilitator](#) ~~for signature and reviewed~~ by the CLT member ~~and the Head of Paid Service (on behalf of the panel)~~. ~~A copy of this~~ The report will ~~then~~ be ~~sent to the Chief HR Officer to keep~~ [kept](#) on the CLT member's personal file.
- 1.10 ~~If appropriate,~~ ~~A~~ after the appraisal, the CLT member should prepare an [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 ~~Head of Paid Service~~ [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 ~~Head of Paid Service~~ [Chief Executive](#) and the CLT member.