

## Performance Framework for the Head of Paid Service

- 1.1 The performance framework should be a two way process between the Head of Paid Service and a panel of elected members 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 of elected members would comprise the following:
  - The Leader of the Council (Chair)
  - The Deputy Leader of the Council
  - A nominated opposition member who is also on Personnel committee

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 Leader of the Council in conjunction with the Chief HR Officer; however the Head of Paid Service should have final authority over the appointment.
- 1.3 The Head of Paid Service 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 timescales to the panel. The Head of Paid Service 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 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 Head of Paid Service.
- 1.5 During the annual appraisal, the Head of Paid Service 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 Head of Paid Service 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 Head of Paid Service 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 Head of Paid Service 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 report will be written by the external facilitator for signature by the Head of Paid Service and the Leader of the Council (on behalf of the panel). A copy of this report will be sent to the Chief HR Officer to keep on the Head of Paid Service's personal file.
- 1.10 After the appraisal, the Head of Paid Service should prepare an action plan and personal development plan outlining how he/she plans to achieve each of the agreed objectives ready for a discussion with the Leader of the Council 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 Head of Paid Service'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 Leader of the Council and the Head of Paid Service.