

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

## General Services Committee

The meeting will be held at **7.00 pm** on **7 March 2018**

**Committee Room 3, Civic Offices, New Road, Grays, Essex RM17 6SL**

### Membership:

Councillors Robert Gledhill, Shane Hebb, Mark Coxshall, Oliver Gerrish, Gerard Rice, Graham Snell and Roy Jones

### Substitutes:

Councillors Brian Little, James Halden, Bukky Okunade, Jack Duffin and Peter Smith

### Agenda

Open to Public and Press

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| <b>1. Apologies for Absence</b>   |               |
| <b>2. Minutes</b>   | <b>5 - 6</b>  |
| To approve as a correct record the minutes of General Services Committee meeting held on 15 November 2017.  |               |
| <b>3. Items of Urgent Business</b>  |               |
| To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972. |               |
| <b>4. Declarations of Interests</b>   |               |
| <b>5. Chief Executive Performance Appraisal</b>   | <b>7 - 26</b> |

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## **Information for members of the public and councillors**

### **Access to Information and Meetings**

Members of the public can attend all meetings of the council and its committees and have the right to see the agenda, which will be published no later than 5 working days before the meeting, and minutes once they are published.

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- Access the modern.gov app
- Enter your username and password

# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

## Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

## When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

**What is a Non-Pecuniary interest?** – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

### Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

**Unless you have received dispensation upon previous application from the Monitoring Officer, you must:**

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

**If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps**

### Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



**You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.**

## Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
  - High quality, consistent and accessible public services which are right first time
  - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
  - Communities are empowered to make choices and be safer and stronger together
  
2. **Place** – a heritage-rich borough which is ambitious for its future
  - Roads, houses and public spaces that connect people and places
  - Clean environments that everyone has reason to take pride in
  - Fewer public buildings with better services
  
3. **Prosperity** – a borough which enables everyone to achieve their aspirations
  - Attractive opportunities for businesses and investors to enhance the local economy
  - Vocational and academic education, skills and job opportunities for all
  - Commercial, entrepreneurial and connected public services

## Minutes of the Meeting of the General Services Committee held on 15 November 2017 at 6.00 pm

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**Present:** Councillors Graham Snell, Roy Jones and Brian Little  
(Substitute) (substitute for Shane Hebb)

**Apologies:** Councillors Robert Gledhill, Mark Coxshall and Oliver Gerrish

**In attendance:** Lyn Carpenter, Chief Executive  
Jackie Hinchliffe, Director of HR, OD & Transformation

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Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

### **12. Minutes**

The Minutes of the General Services Committee meeting held on 23 October 2017 were approved as a correct record.

### **13. Items of Urgent Business**

There were no items of urgent business.

### **14. Declarations of Interests**

There were no declarations of interest.

### **15. Chief Executive Performance Appraisal**

The Director of HR, OD and Transformation introduced the report explaining that the Chief Executive had provided a narrative to each objective to explain her progress to date.

Councillor Little requested that the review document be set out slightly different in future to make it easier to read. Councillor Little also felt that the Chief Executive should give an indication of the scoring she felt she deserved. It was explained that the Chief Executive did provide scoring in the final review in March. The Chief Executive added that she had made good progress with all objectives but there was always potential for issues to arise that could make further progress challenging. Objective 3, place-making, was a particularly challenging objective but the Chief Executive was in the process

of consulting group leaders and their groups with the view to bringing a report to Full Council in January.

Councillor Jones felt the Council was on track and the Chief Executive had taken matters in hand. Councillor Snell echoed this view and stated that engagement with political groups had increased with the current Chief Executive and she was the right person at the right time for Thurrock.

**RESOLVED that the Committee note the Mid-Year appraisal review of the Chief Executive.**

**The meeting finished at 6.10 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

**Any queries regarding these Minutes, please contact Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)**



|   |                            |
|---|----------------------------|
| <b>7 March 2018</b>   | <b>ITEM: 5</b>             |
| <b>General Services Committee</b>   |                            |
| <b>Chief Executive Performance Appraisal</b>  |                            |
| <b>Wards and communities affected:</b><br>All                                       | <b>Key Decision:</b><br>No |
| <b>Report of:</b> Jackie Hinchliffe, Director of HR, OD & Transformation            |                            |
| <b>Accountable Assistant Director:</b> N/A  |                            |
| <b>Accountable Director:</b> Jackie Hinchliffe, Director of HR, OD & Transformation |                            |
| <b>This report is:</b> Public   |                            |

## **EXECUTIVE SUMMARY**

Under Thurrock Council's constitution (Chapter 5, Part 5) the General Services Committee is responsible for the performance appraisal of the Chief Executive in line with the performance appraisal procedure.

### **1. RECOMMENDATIONS:**

- 1.1 Members are asked to note the End of Year appraisal review of the Chief Executive and confirm final rating and wording.**
- 1.2 Members are asked to agree the objectives for 2018/19.**

### **2. INTRODUCTION AND BACKGROUND:**

- 2.1** This report is being presented to General Services Committee to consider and agree the end of year appraisal of the Chief Executive.
- 2.2** The 2017/18 objectives for the Chief Executive were agreed by General Services Committee on 3 May 2017. The objectives cover:
  - Financial Management
  - Working with Members of all parties with shared agendas
  - Representing Thurrock amongst stakeholders and maximising investment within the borough
  - Effectively leading and managing the senior team

- Addressing the council's Placemaking agenda

### **3. CURRENT POSITION**

3.1 The Chief Executive has completed the appraisal documentation setting out:

- Assessed performance over the year
- Proposed objectives for 2018/19

Strong performance is demonstrated across all objectives: the Leadership Team has been further enhanced to ensure Thurrock and its residents benefit from the growth opportunities; the 2017 staff survey demonstrated improvement across all priority areas; the Transformation Programme and innovative and creative investment strategy has delivered a balanced MTFS for the next four years and provided the foundation for financial self-sustainability – a position not achieved in most councils and not achieved by any other unitary authority; relationships with external stakeholders remain strong and continue to enhance the reputation of the borough and the council, supporting the placemaking ambitions.

There has been positive feedback from internal stakeholders at all levels within the organisation including:

- 'engaging and inclusive'
- 'strong leader who challenges officers and partners to continuously improve'
- 'strong advocate for the borough, demonstrating a passion for the area and its people'

There is good progress across the full range of the Council's ambitions; performance has improved in the majority of key performance indicators with over 75% of targets achieved this year and complaints have decreased. There are still improvements and outcomes to be delivered and the Chief Executive recognises the need to continue to drive consistency, continuing improvements to customer service for residents and further improved performance over the next 12 month period.

### **4. CONSULTATION (including Overview and Scrutiny, if applicable)**

4.1 In accordance with the Performance Appraisal Procedure, consultation with representatives from Leadership Group and external stakeholders was conducted as part of the end of year appraisal.

### **5. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

5.1 The objectives and performance of the Chief Executive impacts on the whole organisation and the borough.

## **6. IMPLICATIONS**

### **6.1 Financial**

There are no direct financial implications arising from this report.

Implications verified by: **Sean Clark**  
Telephone and email: **01375 652010**  
**sclark@thurrock.gov.uk**

### **6.2 Legal**

There are no direct legal implications arising from this report.

Implications verified by: **David Lawson**  
Telephone and email: **01375 652087**  
**dlawson@thurrock.gov.uk**

### **6.3 Diversity and Equality**

There are no direct Diversity and Equality issues arising from this report.

Implications verified by: **Becky Price**  
**01375 652930**  
**rprice@thurrock.gov.uk**

### **6.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

None

## **7. CONCLUSION**

- 7.1 The performance management of the Chief Executive is a formal function of General Services Committee.

### **BACKGROUND PAPERS USED IN PREPARING THIS REPORT:**

- Chief Executive – Performance Appraisal Procedure

### **APPENDICES TO THIS REPORT:**

- 1) Chief Executive's Appraisal – March 2018
- 2) Chief Executive's Appraisal – Internal

- 3) Chief Executive's Appraisal – External
- 4) Chief Executive's Objectives 2018-19

**Report Author Contact Details:**

**Name:** Jackie Hinchliffe – Director HR, OD & Transformation

**Telephone:** 01375 652016

**E-mail:** [jhinchliffe@thurrock.gov.uk](mailto:jhinchliffe@thurrock.gov.uk)

## Performance Appraisal for Lyn Carpenter, Chief Executive

### Objectives and Performance for April 2017 – March 2018

### End of Year Review 7 March 2018

| Objectives<br>(SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)  | Performance   | Rating<br>1-4<br>(see below) |
|---|---|------------------------------|
| <p>1. Deliver the Council a balanced budget outturn in 2017/18 and prepare a proposed budget for 2018/19 through to 2020/21, 3 years, in line with the MTFS and Transformation Approach.</p> <ul style="list-style-type: none"> <li>• To include the development of a financial self-sustainability model for the council which identifies key drivers, opportunities, demand pressures of the future and impact of the wider Place-making agenda on service delivery/cost.</li> <li>• Review, evaluate and propose as appropriate any national opportunities for Thurrock such as growth zones, business rate retention pilots or other relevant schemes.</li> <li>• Drive an authority culture around commerciality with the aim of all income generating activities which are discretionary achieving zero subsidy by 2020/21 based on the net contribution model.</li> <li>• Demonstrate delivery of budget proposals from 17/18 and ensure visibility of deliverability through relevant O and S/cabinet.</li> <li>• Commission and support an external Finance Peer Review to consider current process and procedures around the budget setting approach, review best practice and to present the findings back to council as soon as possible to inform 2018/19 budget setting process.</li> </ul> | <ul style="list-style-type: none"> <li>• Positive progress has been achieved in securing a 4 year balanced budget and a plan for financial self-sustainability, based around commercial investments and considering the impact of Place-making on housing numbers, business growth, council tax etc. Full Council considered a long term financial MTFS at its meeting in February.</li> <li>• In addition, the commercial investments resulted in a one-off income to the council of £2.3m for 17/18.</li> <li>• Progress is being made in the shape of Vision 2050, a strategic approach for the South Essex corridor involving the 6 other authorities. This will lead to discussion on form and options for achieving the wider ambitions for Thurrock residents and the corridor. Aiming to have a vision by early 2018.</li> <li>• The 17/18 budget is predicted to be delivered on target as balanced by year end of 31 March 2018.</li> <li>• An external Finance Peer Review was commissioned through EELGA and was delivered in June 2017 involving members from all groups. Feedback was positive showing effective practice for a council in NOC, recommendations have been implemented already through CSR.</li> <li>• There is now clarity on the reporting of external income from discretionary services as follows:             <ul style="list-style-type: none"> <li>- External Income from fees &amp; charges</li> <li>- External Income from Trading Service to School</li> <li>- External Income from Trading Services to 'Other' – (Local Authority of Business) is showing a year end over-achievement of £50k compared to budget.</li> </ul> </li> </ul> | 1                            |

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|  | <ul style="list-style-type: none"> <li>• For 17/18 the monitoring of external income from all of the above (£10.5m target) is reporting and monitored on a monthly basis at the Commercial &amp; Procurement Board.</li> <li>• Net Contribution per discretionary service area is now a key reporting metric at the commercial board from Jan 2018, while there are notable successes (eg Grangewaters, Thameside theatres, Registrars).</li> </ul>   |     |
| <p>2. To continue to develop effective working relationships with key partners and stakeholders both in the borough and regionally/nationally to ensure Thurrock benefits from all opportunities to support the Council's aspirations and ambitions on behalf of residents and businesses.</p> <ul style="list-style-type: none"> <li>• To build the profile of Thurrock for our Growth/Placemaking agenda through a planned and considered programme of external showcasing of the borough, its opportunities and benefits.</li> <li>• To attend MIPIM in March 2018 with a clear plan to attract new investment in the borough from both a business and housing focus.</li> <li>• Deliver the Resident Survey in September 2018 having taken action on the findings of 2017 to demonstrate improvements from the perspective of residents.</li> <li>• Undertake visits to all of the schools in the borough in 2017/18.</li> </ul> | <ul style="list-style-type: none"> <li>• Proposals are being formalised for attendance at MIPIM in March 2018 working with 3Fox aimed at both increasing the profile of Thurrock and specifically beginning to target housing development.</li> <li>• The resident survey began in September 2017 as agreed by Cabinet in March 2017. Results will be presented in December/January.</li> <li>• Thurrock Council is attending MIPIM from 13 to 15 March. Will be presenting alongside Swan/Purfleet with a key number of planned sessions over the 2 days to maximise interest in the borough.</li> <li>• A series of schools visits have been undertaken throughout the year. In addition, I am attending the Head Teachers Forum regularly and recently presented to them about the Place-making agenda and the council's ambitions, demonstrating the importance of the link with schools and businesses. I intend to carry on with these series of visits into the new year.</li> </ul> | 2   |
| <p>3. Take the lead on influencing and shaping the Borough's Placemaking agenda including:</p> <ul style="list-style-type: none"> <li>• Develop a vision for Placemaking which leads to future investment in the borough through raising the profile of Thurrock both nationally and internationally.</li> <li>• Delivery of a Local Plan to meet the borough's aspirations and ambitions for residents and businesses.</li> <li>• Ensure the borough is best placed to mitigate the impact of a new LTC in Thurrock and that the voice of residents is heard in the future consultation process.</li> <li>• Drive the Digital Agenda in line with the borough's Placemaking ambitions, resolving short term broadband and lack of connectivity to delivering a digitally savvy and enabled borough on a Gigacity approach that benefits residents and businesses.</li> </ul>  | <ul style="list-style-type: none"> <li>• In terms of the Placemaking agenda, there has been significant progress in delivery rather than in just plan making: <ul style="list-style-type: none"> <li>○ Masterplans have been agreed by Cabinet for Tilbury and Grays based upon delivery of high quality places.</li> <li>○ A new delivery partner, Swan, joined PCRL which has led to real progress in scheme delivery in 2017/18 to transform the place of Purfleet. The developer is on site and pile testing, the outline planning application was received in December 2017 and a full application received in February 2018.</li> <li>○ Work has begun on the A13 works in January 2018.</li> <li>○ Thurrock will attend MIPIM for the first time in March 2018 with several business partners signing up to endorse and support the Council's presence.</li> </ul> </li> </ul>   | 1/2 |

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|--|--|---|
|  | <ul style="list-style-type: none"> <li>○ A comprehensive and extensive round of public consultation has begun within each community in Thurrock to understand the local issues and challenges as well as opportunities and ambitions of each place to inform discussion on the Local Plan. Initial presentations to the groups on the potential approach to Issues and Options 2 have been made. Issues and Options 2 is expected at Council in the summer following the feedback from the public consultation.</li> <li>○ The LTC task Force is well established (September 2017) and meeting on a monthly basis. Meetings are now themed to ensure that the public have the maximum opportunity to input into the process. A meeting was held for members of the council on 5 March 2018.</li> <li>● In terms of the Digital agenda, key areas of focus over the last 6 months have been: <ul style="list-style-type: none"> <li>○ Bids have been made into OpenReach from East Tilbury &amp; Orsett Community Groups to achieve superfast broadband fibre to last 5% of Thurrock. Dates are being agreed with BT Openreach by the community groups.</li> <li>○ Delivery of the Hyperoptic partnership to enable ultrafast broadband is available to residents in our Social Housing Stock</li> <li>○ Working with partners in South Essex to deliver the business case for a gigabit plus (ultrafast) broadband solution into Thurrock, a business case has informed the key submission to be made to DCMS in response to the government call for applications before end March.</li> </ul> </li> </ul> |   |
| <p>4. Continue to work to support all the members of the borough, establishing their confidence and supporting positive working relationships across the political boundaries.</p> <ul style="list-style-type: none"> <li>● Review the outcomes of the consultation on election frequency, proposing a way forward through GSC and council which is then implemented and managed effectively.</li> <li>● Implement agreed recommendations from Finance Peer Review to ensure maximum transparency and inclusiveness through budget setting process.</li> </ul> | <ul style="list-style-type: none"> <li>● An Extraordinary Council meeting was held on 27 September to consider the report on the outcome of the consultation on election frequency, the issue having already been discussed through the Governance Group. Council voted to leave the process as is ie ¾ yearly elections.</li> <li>● I organised an external, independent Finance Peer Review through the East of England LGA which was conducted in June 2017 having drafted the TOR and agreed them with the group leaders. Review concluded that process on the budget setting approach is appropriate for a NOC council, recommendations around use of CSR, O and S all have been implemented.</li> </ul>  | 2 |

|   | <ul style="list-style-type: none"> <li>I have taking a lead role in the second half of the year through the Thurrock Business Board, working with the Chair on agenda items, attending where possible and also supporting the Thurrock Business Conference in January.</li> </ul>  |            |                              |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
|---|--|------------|------------------------------|------------|------------------------------|---|-----|-----|-----|--|-----|-----|-----|--|-----|-----|----|--|-----|-----|----|---|-----|-----|----|--|-----|-----|----|---|
| <p>5. Continue to build an effective leadership model across the entire council that recognises leaders at all levels and in all services. Ensure that demonstrated behaviours reinforce the value of the council and staff teams, drives high and constantly improving performance, motivates the staff team whilst empowering a 'can do' attitude that leads to 'get it right first time every time' where possible.</p> <ul style="list-style-type: none"> <li>Display personal leadership behaviour that reinforces value for staff and belief in the ethos of being a public servant, which positively rewards excellence and positive outcomes.</li> <li>Ensure and encourage a high turnout within the staff survey each year and lead in the delivery of an action plan which leads to improvement of staff satisfaction with the council, provides staff with the right tools to do their jobs effectively and ensures all in the organisation have a voice which is recognised and impactful.</li> <li>Retain a high level of personal visibility and availability to staff throughout the organisation.</li> </ul> | <ul style="list-style-type: none"> <li>I continue to strongly promote the ethos of being a public servant, I speak at every new staff corporate induction, I continue to ensure regular Leadership Group and Manager Conferences are delivered, involving officers to own and shape the meetings. I sit on the bi-monthly Corporate Workforce Group with front-line officers and managers to engage staff across the organisation in issues which matter to them.</li> <li>A light touch staff survey was delivered this year again with a turnout of 72% overall, the survey focused on those areas that were rated the least well performing in 2016. Results were very positive with improvements across all 6 areas including:</li> </ul> <table border="1" data-bbox="954 694 1962 1134"> <thead> <tr> <th></th> <th>Pulse 2017</th> <th>Pulse 2016</th> <th>Difference 2017 vs. 2016 +/-</th> </tr> </thead> <tbody> <tr> <td>So far, the council has lived up to the expectations created at recruitment</td> <td>65%</td> <td>51%</td> <td>14%</td> </tr> <tr> <td>I feel committed to the council's goals (council's 5 key priorities)</td> <td>79%</td> <td>68%</td> <td>11%</td> </tr> <tr> <td>My induction gave me the information and tools I needed to start my role effectively</td> <td>67%</td> <td>58%</td> <td>9%</td> </tr> <tr> <td>Senior Management are open and honest in their communications with staff</td> <td>51%</td> <td>42%</td> <td>9%</td> </tr> <tr> <td>Our IT systems meet the needs of the business</td> <td>41%</td> <td>32%</td> <td>9%</td> </tr> <tr> <td>I have confidence in Senior Management</td> <td>58%</td> <td>49%</td> <td>9%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>I continue to write a weekly blog which includes a guest blog spot each week, deliver twice annual staff conferences where I take the event out to staff at the Depot for maximum engagement opportunity, I meet every new starter at the corporate induction and invite officers to write to me if they would like to raise any issues, ideas or concerns. I always present at the Long Service Awards and make sure I am visible at key staff events.</li> </ul> |            | Pulse 2017                   | Pulse 2016 | Difference 2017 vs. 2016 +/- | So far, the council has lived up to the expectations created at recruitment | 65% | 51% | 14% | I feel committed to the council's goals (council's 5 key priorities) | 79% | 68% | 11% | My induction gave me the information and tools I needed to start my role effectively | 67% | 58% | 9% | Senior Management are open and honest in their communications with staff | 51% | 42% | 9% | Our IT systems meet the needs of the business | 41% | 32% | 9% | I have confidence in Senior Management | 58% | 49% | 9% | 2 |
|   | Pulse 2017   | Pulse 2016 | Difference 2017 vs. 2016 +/- |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| So far, the council has lived up to the expectations created at recruitment   | 65%  | 51%        | 14%                          |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| I feel committed to the council's goals (council's 5 key priorities)  | 79%  | 68%        | 11%                          |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| My induction gave me the information and tools I needed to start my role effectively  | 67%  | 58%        | 9%                           |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| Senior Management are open and honest in their communications with staff  | 51%  | 42%        | 9%                           |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| Our IT systems meet the needs of the business   | 41%  | 32%        | 9%                           |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |
| I have confidence in Senior Management  | 58%  | 49%        | 9%                           |            |                              |   |     |     |     |  |     |     |     |  |     |     |    |  |     |     |    |   |     |     |    |  |     |     |    |   |



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|  | <ul style="list-style-type: none"> <li>• I meet with the Chairs of the Staff Networks on a quarterly basis to ensure I am aware of key issues in the organisation affecting the workforce.</li> <li>• A new manager's development programme has been supported and implemented to ensure the highest standards of managerial leadership across the council.</li> </ul> |  |
| <b>Mandatory objectives</b>  |  |  |
| Hold a formal PDR for each of my direct reports every six months   | Yes  |  |
| Undertake at least 15% sampling of the formal PDRs undertaken by my direct reports every six months                                      | Yes  |  |
| <p><b>*Ratings:</b>      1 = Exceeds target   2 = On target performance   3 = Some Improvement Needed   4 = Unacceptable performance</p> |  |  |

## Additional Comments & Final Rating

| <b>Chief Executive</b> <ul style="list-style-type: none"> <li>Factors that may influence achievement of objectives and how these will be managed/support required</li> <li>Other achievements in past six months not covered under 'objectives'</li> <li>Suggestions for improving services</li> <li>Any other comments</li> </ul>                                   | <b>GSC/ sub-committee</b> <ul style="list-style-type: none"> <li>Any additional support recommended</li> <li>Overall assessment of employee's performance</li> </ul> |
|--|--|
| <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; font-size: 1.2em;">Page 16</div>  |  |
| <b>Overall rating (1-4) to be completed by Council Leader at GSC meeting:</b><br><br>If rated '2' the Chief Executive will progress to the median pay point in the following financial year, if they are not already on it.<br>If rated '1' the Chief Executive will progress to the upper pay point in the following financial year, if they are not already on it. |  |

**Data Protection Act**

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| Signature of Leader & date: |  |
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| Signature of Chief Executive &<br>date: |  |
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## Performance Appraisal for Lyn Carpenter, Chief Executive

### Objectives and Performance for April 2018 – March 2019

| Objectives<br>(SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)  | Performance | Rating<br>1-4<br>(see<br>below) |
|---|-------------|---------------------------------|
| <p>1. Deliver the Council a balanced budget outturn in 2018/19; review the 5 year MTFS projections aiming to achieve financial self-sustainability over the medium term to 2023/24 with an appropriate investment portfolio of opportunities. Continue to deliver the Transformation Programme approach to support improved service delivery as well as financial self-sustainability.</p> <ul style="list-style-type: none"> <li>• Review, evaluate and propose as appropriate any national or local opportunities for Thurrock which includes looking at future business rate retention proposals.</li> <li>• Continue to drive a commercial culture throughout service delivery where appropriate aiming to ensure all income generating discretionary service areas require zero subsidies by 2020/21. To include clarity around net contributions from these service areas and plans to improve commercial performance.</li> <li>• Continue to work through the Council Spending Review process to bring forward sustainable and deliverable budget proposals for 2019/20, all to be considered through the relevant O and S, Cabinet and Council meetings.</li> <li>• Bring forward a detailed and comprehensive Capital Programme linked to the council's key objectives and financial self-sustainability ambitions.</li> </ul> |             |                                 |

2. To build on the effective working relationships established over the last 2 years with key partners and stakeholders locally, regionally and nationally, continuing to build the Thurrock 'brand' and to ensure the borough benefits from all opportunities to support the Place agenda, delivering for local residents and businesses.
- Undertake a 'light touch' Peer Review to check and challenge progress following the last Full Review in February 2016, focusing on relationships and partnerships, to include a review of the recommendations from the Finance Peer Review in 2017.
  - Continue the programme of school visits throughout 2018/19.
  - Review the success and outcomes from MIPIM in March 2018, planning a 3 year programme for 2019, 2020 and 2021 linked to the Place agenda and economic growth ambitions.
  - As Lead Chief Executive for the development of the 'Proposition' within the SE2050 programme of collaboration, ensure the preparation and submission of the 'propositions' in 2018 and that it addresses the interests of Thurrock and its partners.
  - Work to establish strong links with government civil servants and relevant departments and ensure regular meetings/discussions and updates with and to MP's.
  - As East of England Chief Executive Forum Lead for Health, continue to liaise with key health partners within the region and lead on the Better Care Fund negotiations and implementations.

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| <p>3. Lead on the delivery of the borough's Placemaking agenda including:</p> <ul style="list-style-type: none"> <li>• Ensure that all three parts of Phase 1 of Purfleet Regeneration programme are received by planning. To include a full viability assessment in light of the council's significant contributions.</li> <li>• Build on the 'Planning for Real' public consultation to inform the delivery of the Local Plan as well as to shape other programmes and policies such as ASB, community facility delivery.</li> <li>• Reshape TRL including reviewing governance and council capacity to delivery in light of the new target to deliver 1000 homes over 5 years.</li> <li>• Continue to work with the LTC Taskforce to mitigate as far as possible the impact of the route through the borough, maximising any opportunity to improve or enhance existing infrastructure in and around the borough.</li> </ul>  |  |  |
| <p>To ensure that elected members across the council receive the highest quality advice on strategic and policy issues as well as managing the interface between the role of elected members and the executive role of officers to ensure consistent, continual delivery. To prioritise the support of all members across the council to enable them to successfully carry out their role. Continuing to inspire their confidence and promoting positive working relationships across political boundaries to ensure the best outcomes for Thurrock residents and businesses. To work closely with the Borough's MP's ensuring regular communication and discussion.</p> <ul style="list-style-type: none"> <li>• Redesign the Member Programme of Development and Training Programme, with a particular focus on newly elected councillors.</li> <li>• Continue to deliver cross-party collaboration such as Governance Group, CSR, Group Leader meetings with Highways England for example.</li> </ul> |  |  |

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| <p>5. Prioritise the further development of the leadership model across the whole council, recognising that excellent leaders are at all levels of seniority within the team. Review the Values and Behaviours in line with the newly agreed Council Vision and Priorities ensuring that they drive the appropriate culture which puts residents and businesses at the centre of everything we do as an organisation, aiming to 'get it right first time every time.</p> <ul style="list-style-type: none"> <li>• Ensure the delivery of the new Leadership &amp; Management Programme.</li> <li>• Deliver the Staff Survey, aiming for 80% response and ensuring feedback is again actioned, leading to increasing staff satisfaction with Thurrock as an employer.</li> <li>• Continue to work hard in ensuring my visibility, accessibility and approachability across all staff groups both in the civic offices and in remote working locations. Drive the ethos of #TeamThurrock and create a culture where staff feel valued and are motivated to go the extra mile on behalf of residents.</li> <li>• Lead in the delivery of the agreed Customer Strategy, identifying good practice in service delivery and tackling those areas where improvement is required. Agree a Customer Charter which is clear on the standards of service delivery and ensure the delivery. 2018/19 to become the Year of the Customer in 'how we do things around here'.</li> </ul> |     |  |
| <b>Mandatory objectives</b>  |     |  |
| Hold a formal PDR for each of my direct reports every six months   | Yes |  |
| Undertake at least 15% sampling of the formal PDRs undertaken by my direct reports every six months  | Yes |  |
| <p><b>*Ratings:</b>      1 = Exceeds target   2 = On target performance   3 = Some Improvement Needed   4 = Unacceptable performance</p>   |     |  |



## Personal Development Plan

| Development Area                | Action (including any training & timescales) | Review Comments (including dates of completion, etc.) |
|---------------------------------|--|---|
|                                 |  |   |
|                                 |  |   |
|                                 |  |   |
|                                 |  |   |
| (add further rows as necessary) |  |   |

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| Signature of Chief Executive & date: |  |

## Additional Comments & Final Rating

| <b>Chief Executive</b>  | <b>GSC/ sub-committee</b>  |
|---|--|
| <ul style="list-style-type: none"> <li>Factors that may influence achievement of objectives and how these will be managed/support required</li> <li>Other achievements in past six months not covered under 'objectives'</li> <li>Suggestions for improving services</li> <li>Any other comments</li> </ul> | <ul style="list-style-type: none"> <li>Any additional support recommended</li> <li>Overall assessment of employee's performance</li> </ul> |
| Page 24   |  |
| <b>Overall rating (1-4) to be completed by Council Leader at GSC meeting:</b>   |  |
| If rated '2' the Chief Executive will progress to the median pay point in the following financial year, if they are not already on it.<br>If rated '1' the Chief Executive will progress to the upper pay point in the following financial year, if they are not already on it.                             |  |

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| Signature of Chief Executive &<br>date: |  |
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