

## Performance Appraisal for Lyn Carpenter, Chief Executive

### Objectives and Performance for April 2016 – March 2017

### Mid-Year Review 7 December 2016

Objectives (SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)	Performance	Rating 1-4 (see below)
1. Deliver the agreed priorities of the council and represent the council effectively on all external forums to ensure Thurrock's voice is heard strongly and effectively, maximising investment and funding in the borough.	<ul style="list-style-type: none"> <li>I have attended all ECEA's, Leader and Chief Executive meetings in the last 6 months. In addition I have attended forums inside Thurrock, Business Board, Tenancy Excellence Panels and other regular meetings with CVS, business partners. Externally I have contributed on behalf of Thurrock on the South Essex Business Board, SELEP, SELEP Chief Executive discussions. Met with DCLG colleagues across all service areas and represented Thurrock in meeting with Melanie Dawes, Permanent Secretary on 1 December 2016. I have re-established positive relationships with Sport England and Heritage Lottery Fund, both of which could deliver new investment in Thurrock.</li> </ul>	
2. Continue to build an understanding of the politics of the borough, establishing the confidence of members and working effectively across political boundaries. <i>Effective communication and engagement mechanisms with members and political stakeholders in place.</i> <i>Member/officer relations are effective and role boundaries in place.</i> <i>Effective cross Group working/governance structures.</i> <i>Positive interface between members and officers</i>	<ul style="list-style-type: none"> <li>I meet regularly with all 3 groups in the borough and have ensured good visibility with ward councillors on ward-based issues through my programme of ward visits.</li> <li>The monthly Governance Group meeting with all 3 Leaders is well established.</li> <li>I continue to ensure the monthly Comprehensive Spending Review meetings take place between all 3 groups (leaders and deputy leaders) and officers.</li> <li>DB is encouraged and supported to ensure effective working with PFH's and Shadow PFH's, I have managed issues of under-performance and responded to members challenges.</li> <li>I have brought Strategy and Communications to report directly to me and also merged external and internal comms into one team to ensure a more joined-up approach.</li> </ul>	
3. Deliver the council's 16/17 budget on target and develop proposals for delivering the 17/18-19/20 budgets in line with council priorities. <i>Delivery of 16/17 budget on target by March 2017.</i> <i>Council approval of 17/18 budget by February 2017.</i> <i>Develop and implement a commercial strategy. By October 2017.</i> <i>Introduce a Transformation Programme approach across the council to drive effective service delivery and increased cost</i>	<ul style="list-style-type: none"> <li>Despite almost £9m of budget pressures at the start of financial year 16/17, month 6 performance shows a projected overspend to year end of £263k with mitigation in place to balance the budget outturn, a significant achievement.</li> <li>Work has progressed well on 17/18 budget through CSR and a balanced budget will be presented at full council in February 2017.</li> <li>Budget setting has moved from a top-slice approach to one driven by a new, comprehensive and effective Transformation Programme which is in place and will</li> </ul>	

<p><i>efficiencies. 17/18 budget to be proposed through transformation and not top slicing.</i></p>	<p>deliver £6.7m of efficiencies next year.</p> <ul style="list-style-type: none"> <li>• Work continues to progress on a commercial strategy although the new Commercial Board is in place and early work has already identified £1m in income and commercial opportunities across the council for 17/18.</li> </ul>	
<p>4. Develop effective working relationships with external partners and stakeholders in Thurrock and more widely to support the achievement of the council's ambitions. <i>External partners and stakeholders are engaged and understand/support the council's ambitions. Improved profile and reputation of the council. Implement a Residents Survey in Autumn 2016 using the feedback to review performance standards, KPI's etc for 17/18.</i></p>	<ul style="list-style-type: none"> <li>• I continue to meet quarterly with key partners in Thurrock including PoT, London Gateway, CVS, SE College, INTU. I have fostered positive relationships with our partners who see the council as 'can do'.</li> <li>• The council's first Resident Survey for over 6 years is being undertaken now during November 2016, results will be available in early 2017. This has been met very positively by residents who value having a direct opportunity to comment on council services.</li> <li>• The council's Tenancy Excellence Panel currently rates the services it receives from the council as 8 out of 10 (meeting on 22 November 2016) and up from 5 /10 when I started.</li> </ul>	
<p>5. Build on the model of effective leadership of the senior team and the internal operation, demonstrating behaviours that reinforce the values of the council, drives high performance and delivers service outcomes. <i>Display leadership behaviour that demonstrates a good fit with the council, motivates and empowers and creates a positive culture. Establish high visibility across the council. Prepare and implement a cross council action plan to address areas for improvement arising from the Staff Survey. Ensure effective engagement of the officer team, You Said, We Did.</i></p>	<ul style="list-style-type: none"> <li>• A new senior team is in place which has seen a number of very good appointments to DB and the wider leadership group in the last 6 months, all of which is contributing to improved effectiveness of the leadership of the council. Thurrock is being seen as a council with ambition and aspiration and one to want to work for.</li> <li>• I have worked hard to be visible to the wider council team through service visits, delivery of staff conferences and manager forum, involved front line staff and managers in influential decision-making through my Corporate Workforce Group. Feedback through the Staff Survey was very positive, 72% of staff responded.</li> <li>• There is a council wide action plan which is addressing the feedback from the staff survey, each directorate has a bespoke plan, action is regularly reviewed at the CWG, People Board and DB where there is total ownership. Staff conferences have been used to get additional feedback on actions and to engage in how to improve going forward. A new, 'light touch' staff survey will also take place next year in 2017 so there is annual feedback from the team, not biannually.</li> <li>• The council not only retained liP Gold in July 2016 but built on the success of the previous award, being described as now 18k gold from 9k!</li> </ul>	
<p>6. NEW. Influence and lead the Borough's Placemaking agenda: <i>Ensure an Outline Planning Application is submitted through PCLR by December 2016. Build on the Master plan design principles for Purfleet to create a new 'Quality of Place' standards template for placemaking across Thurrock. Drive up the standard of the Public Realm across the borough to ensure Thurrock as a Place is attractive to residents and businesses.</i></p>	<ul style="list-style-type: none"> <li>• I have worked with PCLR to ensure an outline planning application for the Master Plan in Purfleet which will be submitted by 16 December 2016.</li> <li>• CBRE standards are being used to drive up quality of housing/The Place in Thurrock.</li> <li>• There have been significant improvements in street cleaning standards and housing repairs in the first 6 months of this financial year. Investment has been found to re-introduce barrow beat street cleaners.</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	
<b>*Ratings:</b> 1 = Exceeds target   2 = On target performance   3 = Some Improvement Needed   4 = Unacceptable performance		

Signature of Leader & date:	
Signature of Chief Executive & date:	