

## Performance Appraisal for Lyn Carpenter, Chief Executive

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

Objectives (SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)	Performance	Rating 1-4 (see 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>		

<p>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.</p> <ul style="list-style-type: none"><li>• 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.</li><li>• Continue the programme of school visits throughout 2018/19.</li><li>• 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.</li><li>• 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.</li><li>• Work to establish strong links with government civil servants and relevant departments and ensure regular meetings/discussions and updates with and to MP's.</li><li>• 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.</li></ul>		
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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>4. 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>		

<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)		

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

## 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>
<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. 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

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