

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"> Review, evaluate and propose as appropriate any national or local opportunities for Thurrock which includes looking at future business rate retention proposals. 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. 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. Bring forward a detailed and comprehensive Capital Programme linked to the council's key objectives and financial self-sustainability ambitions. 	<ul style="list-style-type: none"> Work completed on options for a BR pilot for 19/20 which includes ASELA due to MHCLG feedback. Other ASELA authorities remain committed to Essex therefore at this stage we will not join. Good progress has been made in reducing subsidies for discretionary services. The Commercial Board review the external income position monthly and the level of net contribution within these services. Progress has been made through the MTFS process to being a number of services to a self-financing position with business plans developed – including Registrars, Nurseries, Grangewaters and the Theatre. CSR in place, new proposal on investment tabled in August which improves 5 year MTFS further (balanced). All budget proposals for 2019/20 will go through CSR, O and S, Cabinet and on to Council in February 2019. Work is progressing on further investment opportunities to seek to balanced budget for up to 10 years. Capital programme for 19/20 being developed, to be presented at CSR in November tbc. Includes work on Civic Offices and wider 	

	regeneration of Grays (including underpass, Thameside).	
<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"> • 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. 	<ul style="list-style-type: none"> • Light Touch Peer Review with LGA undertaken 27/28 September with focus on five key areas: <ul style="list-style-type: none"> ○ Understanding of the local place and priority setting ○ Leadership of Place and our growth plans ○ Organisational leadership and governance ○ Financial planning and viability ○ Capacity to deliver • Programme of school visits continuing, also two visit to Head Teacher Forum per year. • Thurrock Council hosted a networking breakfast on Wednesday 14 March at MIPIM in Cannes. 55 contacts were made from 34 companies while at MIPIM. Senior officers have had a number of follow-up meetings with those looking to invest in Thurrock. This was followed up with a Thurrock Brand day in September, with over 65 new attendees. Attendance at MIPIM in March 2018 generated benefits to the council, including plans for Planning Performance Agreements with one developer potentially worth £600,000 in income to the Council. • A draft Place Narrative for South Essex led by CEX was presented to Leaders in September 2018 with an engagement strategy to 'test' narrative with Businesses, Residents and Other Key stakeholders over the late autumn/winter. • Requested to chair the Thames Estuary commission report launch here in Thurrock. In addition, I have been asked to be a Key Note Speaker at the Thames Estuary Growth Day in 	

	<p>October. This raises Thurrock's profile and generates interest in borough.</p> <ul style="list-style-type: none"> • Hosting key civil servants Simon Ridley and Melanie Dawes, raising Thurrock's profile, creating awareness of our ambition and vision and building relationships, buy in and support. • I continue to represent the East of England Chief Executive Forum as Health Lead. Thurrock's BCF is now in excess of £40m of funding from CCG and Council (Adult Social Care) budgets (60% Council and 40% CCG) – represents the totality of our budget for older people. The BCF has assisted Thurrock to counter some of the key challenges faced by health and care: <ul style="list-style-type: none"> ○ increase capacity in the health and care system – e.g. our Delayed Transfers of Care are the lowest in the region and we perform extremely well nationally. ○ Help stabilise the care market – e.g. we have been able to invest in our domiciliary care market and in alternatives to current domiciliary care provision. ○ Increase our focus on prevention and early intervention – e.g. schemes that enable early identification and management of long term conditions, investment in integrated teams and approaches designed to keep people out of hospital. 	
<p>3. Lead on the delivery of the borough's Placemaking agenda including:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • The outline and first detailed planning applications for Purfleet Centre Regeneration have been submitted by PCRL – it is yet to be determined whether additional applications for Phase 1 are required. Officers in Planning are 	

<p>council's significant contributions.</p> <ul style="list-style-type: none"> • 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. • Reshape TRL including reviewing governance and council capacity to delivery in light of the new target to deliver 1000 homes over 5 years. • 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. 	<p>working with colleagues in Regeneration and PCRL to ensure that the Planning Committee can consider them at the earliest opportunity. Site works, including initial surveys, have been undertaken and community engagement on the scheme continues.</p> <ul style="list-style-type: none"> • The 'Your Place, Your Voice' community planning events were devised in response to comments from residents who felt overwhelmed by the technical nature of planning consultations. The community planning events were run on a drop in basis giving local communities the opportunity to feed into the Local Plan as well as other Council documents and strategies by participating in a range of informal and highly interactive consultation activities. In total, 17 community planning events in 14 areas were conducted. Feedback from these events is being actively applied to policy going forward. • Options for the governance and capacity arrangements of TRL are being considered and consulted on, based on research into how other similar companies are constituted. Work on developing a pipeline of potential sites is ongoing and will be subject to viability assessments and planning permission. • While the Council continues to oppose any new crossing in Thurrock, work continues to ensure the impact felt by residents is mitigated as far as possible should it go ahead. The LTC Task Force meetings have focussed on thematic areas including visual impact and health impact. 	
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<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"> • Redesign the Member Programme of Development and Training Programme, with a particular focus on newly elected councillors. • Continue to deliver cross-party collaboration such as Governance Group, CSR, Group Leader meetings with Highways England for example. 	<ul style="list-style-type: none"> • The Member Induction and Training Programme for 2018 was redesigned to ensure that all training was brought forward before recess to ensure that new members were given the required tools and knowledge ahead the start of September committees. The 2019 programme is currently being reviewed following feedback received from elected members who attended in 2018 to prepare for 2019. The 2019 programme will undergo redesign to look at options for web based training, specific directorate training to broaden understanding on key projects i.e. the local plan and MTFS as well as looking at options for more practical innovate training to assist elected members with their face to face contact with constituents. • Regular meetings of Governance Group (monthly), CSR (monthly), Local Plan with Group Leaders/Deputy Leaders (as required) all in calendar and being delivered. 	
<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"> • Ensure the delivery of the new Leadership & Management Programme. • Deliver the Staff Survey, aiming for 80% response and ensuring feedback is again actioned, leading to 	<ul style="list-style-type: none"> • Customer Services Skills Training Programme 'Right First Time' – this has been adapted to meet the needs of teams across the organisation. • Leadership and management development programme has been created to provide challenge and ensure the council has the required leadership capacity it needs. • Building confident people managers – we created a focused programme of sessions to build manager confidence across key areas to enhance people management practice; 	

<p>increasing staff satisfaction with Thurrock as an employer.</p> <ul style="list-style-type: none"> 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. 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'. 	<p>recruitment and their role; managing a remote workforce; managing absence.</p> <ul style="list-style-type: none"> April 2018 - a full staff survey with a 72% return rate. Directorate specific action plans are a key project for 2018/19 Using the skills and expertise of the in-house team as an accredited Institute of Leadership and Management (ILM) centre the broader programme of development and a range of formal qualification are now embedded as part of the core workforce development offer. 	
Mandatory objectives		
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>*Ratings:</p> <p>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,
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		etc.)
(add further rows as necessary)		

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

Additional Comments & Final Rating

Chief Executive <ul style="list-style-type: none"> • Factors that may influence achievement of objectives and how these will be managed/support required • Other achievements in past six months not covered under 'objectives' • Suggestions for improving services • Any other comments 	GSC/ sub-committee <ul style="list-style-type: none"> • Any additional support recommended • Overall assessment of employee's performance
Overall rating (1-4) to be completed by Council Leader at GSC meeting: 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:	
Signature of Chief Executive &	

date:	
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