


Performance Appraisal for Lyn Carpenter, Chief Executive

Objectives and Performance for September 2015 – March 2016

Objectives (SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)	Performance	Rating 1-4 (see below)
<ul style="list-style-type: none"> ▪ Develop an understanding of the culture of Thurrock, developing a vision and delivery strategy that translates understanding in to positive outcomes for residents. <ul style="list-style-type: none"> • <i>Vision and delivery strategy agreed by members, senior team and stakeholders.</i> 	<ul style="list-style-type: none"> ▪ Moving to an agenda around Placemaking not just Growth. Meeting with Places for People booked in diary for 21 March. ▪ New HWB strategy drafted with better clarity of Place. New CD of Env and Place now Board Member of HWB. ▪ Developed good understanding of Thurrock, its communities, priorities, the Business and Voluntary sectors. ▪ Working on a new Service delivery Plan for 16/17. ▪ New senior team in place based on corporate priorities, appointed two high quality Corporate Directors and an excellent Interim DCS. 	2
<ul style="list-style-type: none"> ▪ Develop an understanding of the politics of the borough, establishing the confidence of members and working effectively across political boundaries. <ul style="list-style-type: none"> • <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> 	<ul style="list-style-type: none"> ▪ Worked to understand Member priorities across the Administration as well as the Opposition groups. Regular meetings and dialogue with all 3 Group Leaders. ▪ Ensured Governance Group reintroduced on monthly basis. ▪ Tackled issues of member/officer protocol effectively and appropriately. ▪ Informal Cabinet Briefings reintroduced to ensure CM priorities considered and discussed. ▪ Ensured Budget Review Panel continued and effective. ▪ Attended all 3 Group meetings to discuss budget and implications. 	2
<ul style="list-style-type: none"> ▪ Deliver the council's 15/16 budget on target and develop proposals for delivering the 16/17 and 17/18-19/20 budgets in line with council priorities. <ul style="list-style-type: none"> • <i>Delivery of 15/16 budget on target by March 2016.</i> • <i>Council approval of 16/17 budget by February 2016.</i> • <i>Develop a commercial strategy.</i> 	<ul style="list-style-type: none"> ▪ 15/16 service budget will be delivered on target despite overspends in ChsD. ▪ Pension pressures from Serco transfer have been managed. ▪ Council approved 16/17 budget with a 3.99% council tax increase. ▪ Have achieved success with initial interim Commercial Strategy including £500k income from fees and charges for 16/17, £28k new grounds maintenance contract with HHPP and a Trade Waste Business Plan in place and approved. ▪ Created a new Director of Commercial Services and Commissioning, didn't appoint through recruitment process. Considering next steps. ▪ Work commenced on a 3 year MTFS strategy to be discussed with the new Administration in May/June 2016. 	1

<ul style="list-style-type: none"> ▪ Develop effective working relationships with external partners and stakeholders in Thurrock and more widely to support the achievement of the council's ambitions. <ul style="list-style-type: none"> • <i>External partners and stakeholders are engaged and understand/support the council's ambitions.</i> • <i>Improved profile and reputation of the council.</i> 	<ul style="list-style-type: none"> ▪ Good working relationship with most of the key businesses in Thurrock. Have met regularly with all key stakeholders at least twice in 6 months. ▪ Attend Thurrock Business Board as frequently as possible. ▪ Supported the recruitment process for the SE Director on the Business Board. ▪ Have worked hard to build positive relations with partners, fostering a 'can do' attitude and being responsive to issues and concerns. ▪ Attracted positive feedback from Mark Lloyd, Chief Executive LGA in terms of Thurrock's profile and achievements. ▪ Shortlisted for 4 awards at the LGC event in March 2016, achieved one Highly Commended. ▪ Shortlisted for 2 awards at the MJ event in June 2016. ▪ Led a successful Corporate Peer Review in February 2016 which was highly regarded by the LGA team. 	2
<ul style="list-style-type: none"> ▪ Establish effective leadership of the senior team and the internal operation, demonstrating behaviour that reinforce the values of the council, drives high performance and delivers service outcomes. <ul style="list-style-type: none"> • <i>Review the senior structure proposing arrangements that minimise cost whilst driving transformation by January 2016.</i> • <i>Display leadership behaviour that demonstrates a good fit with the council, motivates and empowers and creates a positive culture.</i> • <i>Establish high visibility across the council.</i> 	<ul style="list-style-type: none"> ▪ New senior structure in place by 1 January 2016 delivering a more effective senior management team with £430k of savings per year. ▪ Successfully recruited a new Corporate Director of Children's Services which was highly commended in the Ofsted Inspection (February 2016) as well as a Corporate Director for Environment and Place. ▪ Comprehensive Transformation Programme emerging as part of MTFS strategy for next 3 years. ▪ Received positive feedback from staff and officers at every level in Council since appointment. Have worked hard to promote an inclusive, listening, empowering and supportive culture. Achieved 70% return in Staff Survey in April 2016. ▪ Visibility across the council through my weekly blog with a personal touch, visits each month to front-line service areas, walk the floors of the civic offices regularly, answer all emails from staff personally. 	1
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	
*Ratings: 1 = Exceeds target 2 = On target performance 3 = Some Improvement Needed 4 = Unacceptable performance		

Signature of Leader & date:	
Signature of Chief Executive & date:	 10 May 2016