

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 **6 January 2016**

Committee Room 4, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors John Kent (Chair), Robert Gledhill (Vice-Chair), Mark Coxshall, Roy Jones, Barbara Rice, Graham Snell and Lynn Worrall

Substitutes:

Councillors James Halden, Barry Johnson, Jane Potheary and Gerard Rice

Agenda

Open to Public and Press

| | Page |
|---|---------------|
| 1. Apologies for Absence | |
| 2. Minutes | 5 - 6 |
| To approve as a correct record the minutes of General Services Committee meeting held on 4 November 2015. | |
| 3. Items of Urgent Business | |
| 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. | |
| 4. Declarations of Interests | |
| 5. Chief Executive Performance Objectives | 7 - 20 |

Exclusion of the Public and Press

Members are asked to consider whether the press and public should

be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

6. Appointment of Interim Director of Children's Services

The Committee are asked to interview candidates for the above role. Officers will advise of the candidates and provide application information in due course.

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.

Recording of meetings

This meeting may be recorded for transmission and publication on the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is to be recorded.

Members of the public not wishing any speech or address to be recorded for publication to the Internet should contact Democratic Services to discuss any concerns.

If you have any queries regarding this, please contact Democratic Services at Direct.Democracy@thurrock.gov.uk

Guidelines on filming, photography, recording and use of social media at council and committee meetings

The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

If you wish to film or photograph the proceedings of a meeting and have any special requirements or are intending to bring in large equipment please contact the Communications Team at CommunicationsTeam@thurrock.gov.uk before the meeting. The Chair of the meeting will then be consulted and their agreement sought to any specific request made.

Where members of the public use a laptop, tablet device, smart phone or similar devices to use social media, make recordings or take photographs these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of these activities, in their opinion, are disrupting proceedings at the meeting.

Thurrock Council Wi-Fi

Wi-Fi is available throughout the Civic Offices. You can access Wi-Fi on your device by simply turning on the Wi-Fi on your laptop, Smartphone or tablet.

- You should connect to TBC-CIVIC
- Enter the password **Thurrock** to connect to/join the Wi-Fi network.
- A Terms & Conditions page should appear and you have to accept these before you can begin using Wi-Fi. Some devices require you to access your browser to bring up the Terms & Conditions page, which you must accept.

The ICT department can offer support for council owned devices only.

Evacuation Procedures

In the case of an emergency, you should evacuate the building using the nearest available exit and congregate at the assembly point at Kings Walk.

How to view this agenda on a tablet device



You can view the agenda on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#) with the free modern.gov app.

Members of the Council should ensure that their device is sufficiently charged, although a limited number of charging points will be available in Members Services.

To view any “exempt” information that may be included on the agenda for this meeting, Councillors should:

- 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.

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

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspirations and attainment so that local residents can take advantage of job opportunities in the local area
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Provide the infrastructure to promote and sustain growth and prosperity
- Support local businesses and develop the skilled workforce they will require
- Work with communities to regenerate Thurrock’s physical environment

3. Build pride, responsibility and respect to create safer communities

- Create safer welcoming communities who value diversity and respect cultural heritage
- Involve communities in shaping where they live and their quality of life
- Reduce crime, anti-social behaviour and safeguard the vulnerable

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being
- Empower communities to take responsibility for their own health and wellbeing

5. Protect and promote our clean and green environment

- Enhance access to Thurrock’s river frontage, cultural assets and leisure opportunities
- Promote Thurrock’s natural environment and biodiversity
- Ensure Thurrock’s streets and parks and open spaces are clean and well maintained

PUBLIC Minutes of the Meeting of the General Services Committee held on 4 November 2015 at 7.00 pm

Present: Councillors John Kent (Chair), Mark Coxshall, Roy Jones, Barbara Rice and Graham Snell

Apologies: Councillors Robert Gledhill (Vice-Chair) and Lynn Worrall

In attendance: Stefanie Seff, Corporate Procurement, Strategy and Delivery Manager
Stephanie Cox, Senior Democratic Services Officer

15. Minutes

The minutes of the General Services Committee held on 6 August 2015 were agreed as a correct record.

16. Items of Urgent Business

There were no items of urgent business.

17. Declarations of Interests

There were no declarations of interest.

18. Corporate Cleaning Services - Approval of admitted body status to the Local Government Pension Fund

The report presented the results of the pension risk assessment following the award of the Corporate Cleaning contract, and set out the pension implications associated with the admission agreement within the Local Government Pension Scheme.

RESOLVED:

- 1. To endorse that the Council as the Transferor Scheme Employer enter into an agreement with Essex County Council Pension Fund as Administering Authority and Servest Group Ltd as Transferee Admission body to enter into a admitted body agreement within the Local Government Pension Scheme.**
- 2. That the Admitted Body agreement pension risks be monitored through the agreed governance framework for the contract, together with the pension scheme actuaries, and the Pension Fund Administrators, Essex County Council.**

The meeting finished at 7.03 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**

| | |
|---|----------------------------|
| 6 January 2016 | ITEM: 5 |
| General Services Committee | |
| Chief Executive Performance Objectives | |
| Wards and communities affected: All | Key Decision: NA |
| Report of: Jackie Hinchliffe – Head of HR, OD & Transformation | |
| Accountable Head of Service: Jackie Hinchliffe – Head of HR, OD & Transformation | |
| Accountable Director: NA | |
| This report is Public | |

Executive Summary

In accordance with the Council’s Chief Executive Performance Appraisal Procedure the General Services Committee is responsible for appraising the Chief Executive’s performance and for confirming the appointment following the probationary period.

To support this process it is necessary to agree objectives against which performance will be assessed.

This report proposes performance objectives for the new Chief Executive, appointed on 14 September 2015 for the last 6 months of the financial year 2015/2016 and are presented in this report for approval by the committee.

1. Recommendation(s)

- 1.1 To approve the 2015/2016 performance objectives for the Chief Executive for the period September 2015 to March 2016.**

2. Introduction and Background

- 2.1 The Chief Executive Performance Appraisal procedure seeks to ensure that the Chief Executive’s performance is formally reviewed on a regular basis. It complies with the principles set out in the Joint Negotiating Committee (NJC) for Local Authority Chief Executives (national salary framework & conditions of service) handbook.

- 2.2 In accordance with the procedure, and the Council's employment terms and conditions, an externally appointed Chief Executive's probation period will run for six months from their first day of employment with Thurrock Council.
- 2.3 The Chief Executive's proposed objectives for the period September 2015 to March 2016 are attached at Appendix 1. Once formally agreed these will form the foundation of the performance appraisal in March and determine the outcome of the probationary period.

3. Issues, Options and Analysis of Options

- 3.1 The proposed objectives are in line with the expectations of the Chief Executive role, the agreed priorities of the council and accord to the principles of performance management.

4. Reasons for Recommendation

- 4.1 To provide measurable objectives to enable the committee to review the performance of the Chief Executive and determine the outcome of the probationary period of employment.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The Chief Executive, Leader and Group Leaders have considered and agreed the proposed objectives.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 The performance of the Chief Executive has direct impact upon the delivery of corporate priorities and outcomes for residents.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Chief Accountant

There are no direct financial implications arising from this report.

7.2 Legal

Implications verified by: **David Lawson**

Deputy Head of Legal Services

There are no direct legal implications associated with this report.

7.3 Diversity and Equality

Implications verified by: **Karen Wheeler**
Head of Strategy and Communications

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

7.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The performance of the Chief Executive directly affects the organisation and the workforce.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Chief Executive Performance Appraisal Procedure 2015

9. Appendices to the report

- Appendix 1 – Performance Appraisal for Lyn Carpenter, Chief Executive

Report Author:

Jackie Hinchliffe
Head of HR, OD & Transformation

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Performance Appraisal Procedure for the Chief Executive of Thurrock Council

Introduction

This procedure seeks to ensure that the Chief Executive's performance is formally reviewed on a regular basis. It complies with the principles set out in the Joint Negotiating Committee (NJC) for Local Authority Chief Executives (national salary framework & conditions of service) handbook.

The purposes of the appraisal process are to (i) help maximise the chief executive's job performance; and (ii) determine the performance-related element of the post holder's salary.

Responsibilities for Appraisal

Under Thurrock Council's constitution (Chapter 5, Part 5) the General Services Committee is responsible for the following:

3. To deal with any of the functions of the Council in relation to the employment of staff that are not dealt with by officers under delegated powers ... including powers to ...
 - 3.3 appoint any sub-committee or panel or other body to exercise the committee's powers in relation to staff grading, disciplinary, grievance or any other staffing matter;
 - 3.4 determine any other staffing matter that is within the remit of the Council.

The Chief Executive's terms and conditions of employment include the following:

16. PROBATION

The Chief Executive will be subject (as all employees are) to 6 months' probation where there is an external appointment.

17. PERFORMANCE MANAGEMENT

The Chief Executive is required to actively participate in the prevailing Performance Management Scheme as approved by the Leader of the Council.

19. SELF DEVELOPMENT

The Chief Executive is required to participate in self-development or team development activities as required by the Leader of the Council.

Probation

An externally appointed Chief Executive's probation period will run for six months from their first day of employment with Thurrock Council.

The Chief Executive's objectives and developmental needs for the first five months of their employment will be agreed with the Leader of the Council at the earliest opportunity and recorded using the form at Appendix 1.

During this time, both parties should ensure that all reasonable support and development is sought, offered and accepted so that the probationary objectives will be achieved.

After five months' employment, the Leader should recommend to GSC whether to:

1. Confirm the Chief Executive's appointment
2. Extend their probationary period
3. Terminate their employment

Advice should be taken from the Head of HR, OD and Transformation and Head of Legal and Democratic Services if members wish to pursue options (ii) or (iii).

The Chief Executive shall then be given written notification of GSC's decision.

Appraisal Process

General Service Committee or a sub-committee appointed by the General Services Committee (GSC) will undertake formal appraisals of the Chief Executive. If a sub-committee is appointed they will report their recommendations to GSC for approval. The Head of HR, OD and Transformation will provide administrative support and advice, and the Head of Legal Services will also advise as appropriate. The sub-committee, GSC and Chief Executive should aim to reach mutual agreement to each appraisal. If this is not possible, the Chief Executive has the right of appeal.

The appraisal process contains the following three tasks:

i. Set objectives

As part of his/her role profile, the Chief Executive has agreed to exercise leadership in the successful execution of the following objectives:

1. Ensure the effective delivery of the corporate plan and other strategic objectives of the Council.
2. Ensure that the Council's overall planning and budgetary processes are delivered into management action.
3. Ensure service delivery standards and objectives are clearly defined and measured.

4. Ensure that effective financial and human resource strategies are maintained which support the Council's corporate strategy and allow legislative and other demands to be met.
5. Ensure effective internal and external communication to ensure all staff work towards the aims, objectives and values of the Council and to promote awareness within the community of Council services and achievements.
6. Maintain and build upon good relationships between political and managerial processes.
7. Ensure effective implementation of Council policies through the direct management of chief officers and other staff, as appropriate.
8. Ensure that the Council continuously improves services and exceeds the expectations of residents, customers and stakeholders.

Objectives set as part of this process should help to achieve one or more of the above. They should, as far as possible, be specific, measurable, time bound and challenging but achievable.

ii. Review performance

Targets which have been met and other positive achievements should be recognised. The factors contributing towards good performance should be identified so that due recognition can be given and they can be taken forward for future use.

Unmet targets and any other negative aspects of performance should be discussed so that the contributory factors can be addressed.

iii. Identify developmental requirements

Both parties should identify the professional development necessary to equip the Chief Executive with the requisite skills to meet his/her objectives both now and in the future.

The Appraisal Cycle

The Head of HR, OD and Transformation will oversee the administration of the appraisal cycle.

The sub-committee will undertake an appraisal interview with the Chief Executive every September and March. Before each interview the Chief Executive will be asked to complete a draft appraisal form (see Appendix 1) in which he/she:

- assesses his/her own performance over the previous six months
- proposes objectives for the next six months
- proposes any personal development needs
- provides any additional comments

The form will then be sent to members of the committee/sub-committee in advance of the meeting. Each member should consider the Chief Executive's views carefully and decide, in advance of the appraisal interview, whether they agree with them or whether they wish to add, delete change any of them.

To supplement this process, four members of the leadership group, including a direct report, will be asked to complete an assessment of the Chief Executive's performance (a different four officers should be chosen for each six month appraisal). The information they provide will be given to the Chief Executive and sub-committee members in advance of the interview. The identity of the four officers shall not be disclosed.

Before the appraisal interview, members should meet and aim to form collective views before meeting with the Chief Executive.

At the interview, the chair of the committee/sub-committee should lead a discussion based on the written submission and aim to reach agreement between the members and Chief Executive about how the final, written form should be worded, what rating should be attached to each performance category and what overall rating should be awarded. A date for the next bi-annual appraisal should be agreed before the meeting ends.

After the interview, the committee/sub-committee should, if still necessary, agree on the appraisal's wording and ratings.

A copy of the completed form should be issued to the Chief Executive as soon as possible after the appraisal interview.

A meeting of GSC, at which the Chief Executive will be invited to attend, should then be convened at the earliest opportunity. Where appropriate, the sub-committee's recommendations should be put forward for GSC's approval. GSC may seek further clarification before deciding whether to ratify the recommendations. GSC has the right to change part or all of the appraisal and ratings. The overall performance score in March's appraisal will determine the Chief Executive's pay point for the following financial year.

Appeal

If the Chief Executive disagrees with their appraisal they may appeal against it. They should submit detailed, written grounds for their appeal to the Head of Legal Services, who will arrange an appeal hearing. At the hearing, three elected members, who have had no previous involvement in the process, will consider the written appeal and any oral submission that the Chief Executive wishes to make. A member of GSC may attend and respond to the appeal.

The appeal panel's decision will be final.

Appendix 1

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) |
|---|-------------|------------------------------|
| 1. 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> | | |
| 2. 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> | | |
| 3. 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> | | |
| 4. 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> | | |
| 5. 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> | | |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • <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> | | |
| Mandatory objectives | | |
| Hold a formal PDR for each of my direct reports every six months | | |
| Undertake at least 15% sampling of the formal PDRs undertaken by my direct reports every six months | | |
| *Ratings: 1 = Exceeds target 2 = On target performance 3 = Some Improvement Needed 4 = Unacceptable performance | | |

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

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

Additional Comments & Final Rating

| | |
|---|---|
| <p>Chief Executive</p> <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 | <p>GSC/ sub-committee</p> <ul style="list-style-type: none"> Any additional support recommended Overall assessment of employee's performance |
| Page 18 | |
| <p>Overall rating (1-4) to be completed by Council Leader at GSC meeting:</p> <p>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.</p> | |

Data Protection Act

The purpose for collecting your personal details on this form is to allow the Council to record performance and development needs. Once the form has been completed the Council will store the details on its network. Access to the information provided on the form will be between the employee and Manager. The information will be retained for 7 years before being securely disposed of. This information could be shared with auditors to ensure the One-to-One Performance and Development Review process is being applied.

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

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