

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

General Services Committee

The meeting will be held at **6.00 pm** on **15 November 2017**

Committee Room 1, Civic Offices, New Road, Grays, Essex RM17 6SL

Membership:

Councillors Robert Gledhill, Shane Hebb, Mark Coxshall, Oliver Gerrish, Gerard Rice, Graham Snell and Roy Jones

Substitutes:

Councillors Brian Little, James Halden, Bukky Okunade, Jack Duffin and Peter Smith

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 23 October 2017.	
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 Appraisal	7 - 16

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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.

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

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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.

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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.

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- 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.

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

- Access the modern.gov app
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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

Minutes of the Meeting of the General Services Committee held on 23 October 2017 at 5.00 pm

Present: Councillors Shane Hebb, Oliver Gerrish, Graham Snell, Roy Jones, Brian Little (Substitute) (substitute for Robert Gledhill) and James Halden (Substitute) (substitute for Mark Coxshall)

Apologies: Councillors Robert Gledhill, Mark Coxshall and Gerard Rice

In attendance:
Matthew Boulter, Democratic Services Manager and Deputy Monitoring Officer
Lyn Carpenter, Chief Executive
Jackie Hinchliffe, Director of HR, OD & Transformation

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

7. Minutes

The minutes of the General Services Committee meeting held on 24 August 2017 were approved as a correct record.

8. Items of Urgent Business

There were no items of urgent business.

9. Declarations of Interests

Councillor Halden declared a non-pecuniary interest in that he had been contacted by a potential candidate regarding the recruitment and declared that he remained of an open mind and did not affect his decisions during this meeting. All other committee members agreed with this view.

10. Exclusion of the Press and Public

The Committee agreed to exclude press and public for the duration of the interviews.

11. Interviews for the Director of Environment and Highways

The Committee interviewed one candidate for the post of Director of Environment and Highways.

RESOLVED That Julie Rogers is appointed Director of Environment and Highways.

The meeting finished at 6.03 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**

15 November 2017	ITEM: 5
General Services Committee	
Chief Executive Performance Appraisal	
Wards and communities affected: All	Key Decision: No
Report of: Jackie Hinchliffe, Director of HR, OD and Transformation	
Accountable Assistant Director: N/A	
Accountable Director: Jackie Hinchliffe, Director of HR, OD & Transformation	
This report is: Public	

EXECUTIVE SUMMARY

Under Thurrock Council's constitution (Chapter 5, Part 5) the General Services Committee is responsible for the performance appraisal of the Chief Executive in line with the performance appraisal procedure.

1. RECOMMENDATIONS:

1.1 Members are asked to note the Mid-Year appraisal review of the Chief Executive.

2. INTRODUCTION AND BACKGROUND:

2.1 This report is being presented to General Services Committee to consider and agree the mid-year appraisal of the Chief Executive.

2.2 The 2017/18 objectives for the Chief Executive were agreed by General Services Committee on 3 May 2017. The objectives cover:

- Financial Management and self-sustainability
- Working with Members of all parties
- Working with partners and stakeholders to maximise the outcomes for the borough
- Effectively leading the organisation and managing the senior team
- Driving the council's Placemaking agenda

3. CURRENT POSITION

3.1 The Chief Executive has completed the appraisal document (Appendix 1) setting out:

- Assessed performance over the past six month
- Additional comments

Strong performance is demonstrated across all objectives: the Leadership Team is in place with a focus on the delivery of the council's priorities; the staff survey indicates increasing engagement from the workforce and improvement across all areas; setting a balanced budget has been a key activity with a commitment to transformation, driving the commercial agenda and the council spending review framework and effectively using investment to drive forward the potential for financial self-sustainability; developing relationships internally and externally is enhancing the reputation of the borough and supporting the placemaking ambitions.

Essentially there is good progress across the full range of the Council's ambitions; there are still improvements and outcomes to be delivered and the Chief Executive recognises the need to continue to drive consistency and performance over the next six months.

4. CONSULTATION (including Overview and Scrutiny, if applicable)

4.1 In accordance with the Performance Appraisal Procedure, consultation with representatives from Leadership Group and external stakeholders will be conducted as part of the end of year appraisal.

5. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

5.1 The objectives and performance of the Chief Executive impacts on the whole organisation and the borough.

6. IMPLICATIONS

6.1 Financial

There are no direct financial implications arising from this report.

Implications verified by: **Sean Clark**
Telephone and email: **01375 652010**
sclark@thurrock.gov.uk

6.2 Legal

There are no direct legal implications arising from this report.

Implications verified by: **David Lawson**
Telephone and email: **01375 652087**
dlawson@thurrock.gov.uk

6.3 **Diversity and Equality**

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

Implications verified by: Natalie Warren

6.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

None

7. CONCLUSION

7.1 The performance management of the Chief Executive is a formal function of General Services Committee.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT:

- Chief Executive – Performance Appraisal Procedure

APPENDICES TO THIS REPORT:

- Appendix 1 – Mid Year Performance Appraisal of the Chief Executive

Report Author Contact Details:

Jackie Hinchliffe
Director HR, OD & Transformation

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Performance Appraisal for Lyn Carpenter, Chief Executive

Objectives and Performance for April 2017 – March 2018

Mid-Year Review 15 November 2017

Objectives (SMART = Specific, Measurable, Achievable, Relevant, & Time-bound)	Performance	Rating 1-4 (see below)
<p>1. Deliver the Council a balanced budget outturn in 2017/18 and prepare a proposed budget for 2018/19 through to 2020/21, 3 years, in line with the MTFS and Transformation Approach.</p> <ul style="list-style-type: none"> • To include the development of a financial self-sustainability model for the council which identifies key drivers, opportunities, demand pressures of the future and impact of the wider Place-making agenda on service delivery/cost. • Review, evaluate and propose as appropriate any national opportunities for Thurrock such as growth zones, business rate retention pilots or other relevant schemes. • Drive an authority culture around commerciality with the aim of all income generating activities which are discretionary achieving zero subsidy by 2020/21 based on the net contribution model. • Demonstrate delivery of budget proposals from 17/18 and ensure visibility of deliverability through relevant O and S/cabinet. • Commission and support an external Finance Peer Review to consider current process and procedures around the budget setting approach, review best practice and to present the findings back to council as soon as possible to inform 2018/19 budget setting process. 	<ul style="list-style-type: none"> • Positive progress is being made towards presenting a 3 year plan for financial self-sustainability, based around commercial investments and considering the impact of Place-making on housing numbers, business growth, council tax etc. The proposals are being shared through the CSR on a monthly basis. • Progress is being made in the shape of Vision 2050, a strategic approach for the South Essex corridor involving the 6 other authorities. This will lead to discussion on form and options for achieving the wider ambitions for Thurrock residents and the corridor. Aiming to have a vision by early 2018. • At Month 5, 17/18 budget showing a current overspend of £260k, a variance of 0.025%. On target to deliver a balanced budget by year end. • An external Finance Peer Review was commissioned through EELGA and was delivered in June 2017 involving members from all groups. Feedback was positive showing effective practice for a council in NOC, recommendations have been implemented already through CSR. • There is now clarity on the reporting of external income from discretionary services as follows: <ul style="list-style-type: none"> - External Income from fees & charges - External Income from Trading Service to School - External Income from Trading Services to 'Other' – (Local Authority of Business) • For 17/18 the monitoring of external income from all of the above (£10.5m target) is reporting and monitored on a monthly basis at the Commercial & Procurement Board. • The transition to full cost recovery for all services, in 17/18 has shown notable success e.g. Grangewaters & Thameside Theatre. 	
<p>2. To continue to develop effective working relationships with key partners and stakeholders both in the borough and</p>	<ul style="list-style-type: none"> • Proposals are being formalised for attendance at MIPIM in March 2018 working with 3Fox aimed at both increasing the profile of Thurrock and specifically 	

<p>regionally/nationally to ensure Thurrock benefits from all opportunities to support the Council's aspirations and ambitions on behalf of residents and businesses.</p> <ul style="list-style-type: none"> • To build the profile of Thurrock for our Growth/Placemaking agenda through a planned and considered programme of external showcasing of the borough, its opportunities and benefits. • To attend MIPIM in March 2018 with a clear plan to attract new investment in the borough from both a business and housing focus. • Deliver the Resident Survey in September 2018 having taken action on the findings of 2017 to demonstrate improvements from the perspective of residents. • Undertake visits to all of the schools in the borough in 2017/18. 	<p>beginning to target housing development.</p> <ul style="list-style-type: none"> • The resident survey began in September 2017 as agreed by Cabinet in March 2017. Results will be presented in December/January. • A series of schools visits is underway with a number already completed. In addition, I am attending the Head Teachers Forum regularly and recently presented to them about the Place-making agenda and the council's ambitions, demonstrating the importance of the link with schools and businesses. As a result I have been asked to do some further work with heads on this issue. 	
<p>3. Take the lead on influencing and shaping the Borough's Placemaking agenda including:</p> <ul style="list-style-type: none"> • Develop a vision for Placemaking which leads to future investment in the borough through raising the profile of Thurrock both nationally and internationally. • Delivery of a Local Plan to meet the borough's aspirations and ambitions for residents and businesses. • Ensure the borough is best placed to mitigate the impact of a new LTC in Thurrock and that the voice of residents is heard in the future consultation process. • Drive the Digital Agenda in line with the borough's Placemaking ambitions, resolving short term broadband and lack of connectivity to delivering a digitally savvy and enabled borough on a Gigacity approach that benefits residents and businesses. 	<ul style="list-style-type: none"> • In terms of the Digital agenda, key areas of focus over the last 6 months have been: <ul style="list-style-type: none"> ○ Bids have been made into OpenReach from East Tilbury & Orsett Community Groups to achieve superfast broadband fibre to last 5% of Thurrock ○ Delivery of the Hyperoptic partnership to enable ultrafast broadband is available to residents in our Social Housing Stock ○ Working with partners in and around the Thurrock area to deliver the business case for a gigabit plus (ultrafast) broadband solution into Thurrock, a business case is nearing completion that will form the key submission that is made to DCMS when there is a government call for applications. • In terms of the Placemaking agenda, progress over the last 6 months has been: <ul style="list-style-type: none"> ○ Masterplans have been agreed by Cabinet for Tilbury and Grays based upon delivery of high quality places. A new delivery partner has joined PCRL which will lead to real progress in scheme delivery in 2017/18 to transform the place of Purfleet. Thurrock will attend MIPIM for the first time in March 2018 with several business partners signing up to endorse and support the Council's presence. ○ Initial presentations to the groups on the potential approach to Issues and Options 2 have been made. A programme of further meetings with Group Leaders and Deputies are planned to check and challenge the evidence and the broad spatial options to be proposed for consultation. Issues and Options 2 is expected at Council in January. ○ The LTC task Force has been established following meetings in the Spring and early Summer with Group Leaders, Highways England and the LTC Action Group. The Task Force which has two residents places on it, has met twice, has a future work programme in place and is 	

	<p>prepared to respond, after its November meeting, to the first consultation from Highways England on the EIA Scoping Report.</p>																													
<p>4. Continue to work to support all the members of the borough, establishing their confidence and supporting positive working relationships across the political boundaries.</p> <ul style="list-style-type: none"> Review the outcomes of the consultation on election frequency, proposing a way forward through GSC and council which is then implemented and managed effectively. Implement agreed recommendations from Finance Peer Review to ensure maximum transparency and inclusiveness through budget setting process. 	<ul style="list-style-type: none"> An Extraordinary Council meeting was held on 27 September to consider the report on the outcome of the consultation on election frequency, the issue having already been discussed through the Governance Group. Council voted to leave the process as is ie ¼ yearly elections. I organised an external, independent Finance Peer Review through the East of England LGA which was conducted in June 2017 having drafted the TOR and agreed them with the group leaders. Review concluded that process on the budget setting approach is appropriate for a NOC council, recommendations around use of CSR, O and S all have been implemented. 																													
<p>5 Continue to build an effective leadership model across the entire council that recognises leaders at all levels and in all services. Ensure that demonstrated behaviours reinforce the value of the council and staff teams, drives high and constantly improving performance, motivates the staff team whilst empowering a ‘can do’ attitude that leads to ‘get it right first time every time’ where possible.</p> <ul style="list-style-type: none"> Display personal leadership behaviour that reinforces value for staff and belief in the ethos of being a public servant, which positively rewards excellence and positive outcomes. Ensure and encourage a high turnout within the staff survey each year and lead in the delivery of an action plan which leads to improvement of staff satisfaction with the council, provides staff with the right tools to do their jobs effectively and ensures all in the organisation have a voice which is recognised and impactful. Retain a high level of personal visibility and availability to staff throughout the organisation. 	<ul style="list-style-type: none"> I continue to strongly promote the ethos of being a public servant, I speak at every new staff corporate induction, I continue to ensure regular Leadership Group and Manager Conferences are delivered, involving officers to own and shape the meetings. I sit on the bi-monthly Corporate Workforce Group with front-line officers and managers to engage staff across the organisation in issues which matter to them. A light touch staff survey was delivered this year again with a turnout of 72% overall, the survey focused on those areas that were rated the least well performing in 2016. Results were very positive with improvements across all 6 areas including: <table border="1" data-bbox="952 842 1962 1212"> <thead> <tr> <th></th> <th>Pulse 2017</th> <th>Pulse 2016</th> <th>Difference 2017 vs. 2016 +/-</th> </tr> </thead> <tbody> <tr> <td>So far, the council has lived up to the expectations created at recruitment</td> <td>65%</td> <td>51%</td> <td>14%</td> </tr> <tr> <td>I feel committed to the council’s goals (council’s 5 key priorities)</td> <td>79%</td> <td>68%</td> <td>11%</td> </tr> <tr> <td>My induction gave me the information and tools I needed to start my role effectively</td> <td>67%</td> <td>58%</td> <td>9%</td> </tr> <tr> <td>Senior Management are open and honest in their communications with staff</td> <td>51%</td> <td>42%</td> <td>9%</td> </tr> <tr> <td>Our IT systems meet the needs of the business</td> <td>41%</td> <td>32%</td> <td>9%</td> </tr> <tr> <td>I have confidence in Senior Management</td> <td>58%</td> <td>49%</td> <td>9%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> I continue to write a weekly blog which includes a guest blog spot each week, deliver twice annual staff conferences where I take the event out to staff at the Depot for maximum engagement opportunity, I meet every new starter at the corporate induction and invite officers to write to me if they would like to raise any issues, ideas or concerns. I always present at the Long Service Awards and 		Pulse 2017	Pulse 2016	Difference 2017 vs. 2016 +/-	So far, the council has lived up to the expectations created at recruitment	65%	51%	14%	I feel committed to the council’s goals (council’s 5 key priorities)	79%	68%	11%	My induction gave me the information and tools I needed to start my role effectively	67%	58%	9%	Senior Management are open and honest in their communications with staff	51%	42%	9%	Our IT systems meet the needs of the business	41%	32%	9%	I have confidence in Senior Management	58%	49%	9%	
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	make sure I am visible at key staff events.	
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		

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:	 11 May 2017
Signature of Chief Executive & date:	 10 May 2017

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
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Overall rating (1-4) to be completed by Council Leader at GSC meeting:	
<small>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.</small>	

Data Protection Act

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