

## **Employment Development Panel**

**21<sup>st</sup> July 2010**

### **Chief Executive Objective Setting**

#### **1. Introduction**

The Employment and Development Panel (EDP) have the responsibility to agree the annual objectives with the Chief Executive. These are then reviewed at the mid year point with the Leader and the Chairman of the EDP.

In February 2010 objectives were agreed with the existing Chief Executive, David Petford. The EDP also ratified the objectives of the three Directors.

With the change in structure from three Directors to two there has been a realignment of responsibilities across the Council and the panel therefore need to consider whether the objectives require adjustment.

#### **2. Action Required**

##### **2.1 Objectives**

The existing objectives are attached at Appendix 1 to remind members of the position prior to the re-structure. It is understandable that the objectives are at a strategic level and this means that many of these are still of relevance.

The Chief Executive, Alison Broom, has considered these objectives against the new responsibilities of the Directors and has proposed the realigned objectives at Appendix 2. The Chief Executive has also added suggested objectives for herself in this financial year. All objectives have also been considered against the current changing landscape of local government.

##### **2.2 Development Plan**

Members of the Employment Development Panel are responsible for the Chief Executive's development plan and this is of particular importance with the new appointment. A draft Development Plan is attached at Appendix 3 and this document also reflects progress to date.

##### **2.3 Chief Executive Appraisal Process**

Members are asked to consider the existing process in the light of recently developed guidance notes within the Chief Executive National Conditions of Service. (Appendix 4) In particular to note that the existing process satisfies the recommended content requirement. The key question to be addressed is the use of an external facilitator and whether Members and the Chief Executive feel the local process would benefit from the inclusion of this external perspective.

## **Appendix 1**

Chief Executive Objectives assigned 02/10 for 2010/2011

<b>Objective</b>	<b>Link to Service Plan/Priorities</b>	<b>Measurement</b>	<b>Review Date</b>
Carry out the downsizing of the Senior Management Structure from three directorates to two.	Reducing the Council's cost base, optimise arrangements to protect capacity and resilience.	Produce not less than £220k savings, minimise any impact on services.	Summer 2010
Complete and implement the peer review action plan to improve the CDRP process, maximising stakeholder participation.	Crime and Disorder Partnership – Section 17 responsibilities.	Improve public confidence  As measured by govt section 17 returns/ feedback.	Autumn 2010
Working closely with the leader to oversee the budget process enabling members to identify options to set a balanced budget for 2011/12 and ongoing financial stability.	Strategic Budget process, corporate and financial planning.	Production of balanced 2011/12 budget.	Jan/Feb 2011
Continue to promote new ways of working and VFM for Maidstone including shared services and key stakeholder collaboration including KCC.	VFM, improvement and efficiency agenda.	Reduction of the Council's cost base and improvement/enhancement of service.	Autumn 2010
Represent and promote Maidstone's interest at key events.	Improve the Borough's opportunities.	Improve outcomes, increase investment in Borough to at least maintain Maidstone's GDP.	Autumn 2010
Member Development, briefing and involvement	Members more aware of the issues affecting the Council	At least two briefings per year. Member Development plans enhanced	March 2011

Director of Resources and Partnerships – assigned February 2010 for 2010/11

Objective	Link to Service Plan/Priorities	Measurement	Review Date
Plan the three year financial strategy in the context of the challenging public finance settlement	Financial planning and budget process, VFM	Present proposals to support Cabinet to set a balanced budget and robust three year strategic financial and service plan	On-going - quarterly
Deliver an effective CSU, engaging all key partners and CDRP, implementing the Peer Review recommendations	Crime and Disorder Reduction Building Stronger and Safer Communities	Improved working relationships with partners Improved public confidence	September
Reduce silo working and achieve effective collaboration with partners through the LSP on key priorities	Sustainable Community Strategy	Improved working relationships with partners Shared working arrangements in place	On-going – quarterly
Improve partnership working in order that service provision and efficiency is taken forward on a collaborative basis	Financial planning and budget process VFM /Sustainable Community Strategy	Improved working relationships with partners Shared working arrangements in place	On-going – quarterly
Improve corporate governance arrangements	Risk management Annual Audit Inspection Corporate Improvement Plan	Revised Terms of Reference for the Audit Committee	September

Director of Change and Environmental Services – assigned February 2010 for 2010/11

<b>Objective</b>	<b>Link to Service Plan/Priorities</b>	<b>Measurement</b>	<b>Review Date</b>
Enhancing the Council's status as a high performing authority	Raising the profile of the Council  Improving service performance and outcomes  Improving delivery on the key member priorities	New performance management arrangements with improved management information Engagement and Communication Strategies in place Action Plan delivered following the IDeA Peer Review Review of workforce planning arrangements Positive result in the Place Survey Successful outcome from the CAA/UOR inspection process Resident profiling in place (MOSAIC) and used for local service planning Overhaul of planning arrangements, new Cultural Strategy and Waste Strategy	June 2010  June 2010 July 2010 August 2010 November 2010 December 2010 December 2010 January 2011
Successful delivery on a range of key projects	Delivering value for money and improving efficiency	Improved council wide project management arrangements in place Commencement on site in relation to the Mote Park HLF Bid Completion of the East Wing at the Museum Integration of Visitor Information Services at the Museum Crematorium offer improved with increase to 65% utilisation	May 2010 February 2011 March 2011 March 2011 March 2011
Improved partnership working with other councils and agencies to deliver better services and outcomes	Developing strategic and operational partnerships  Sustainable communities and access to services	Shared Audit Service Operational New programme of shared services developed for MKIP Closer working relationship with Kent County Council Procurement workstream delivered and led by MBC Shared Revenues and Benefits operational HR Service expanded and fully operational Delivery on key environmental priorities through the LSP	April 2010 June 2010 September 2010 October 2010 December 2010 December 2010 March 2011

<p>Delivering in efficiencies through transformation</p>	<p>Value for money savings in excess of £300,000</p> <p>Effective use of the Council's assets</p>	<p>Programme of priority asset disposals completed</p> <p>Building &amp; facilities management enhanced</p> <p>Decision on the future use of the Carriage Museum</p> <p>Disposal of 13 and 26 Tonbridge Road</p> <p>New contracts including temporary staff, consumables, car parking enforcement and recruitment advertising</p>	<p>April 2010</p> <p>June 2010</p> <p>October 2010</p> <p>December 2010</p> <p>March 2011</p>
<p>Delivering on the waste agenda and wider change in environmental services</p>	<p>Environmental Excellence</p> <p>Value for money and efficiency plus service improvement</p>	<p>Successful outcome from the Food Safety Inspection</p> <p>Work with the Leisure Trust &amp; Health to increase participation in sport</p> <p>New waste paper collection scheme introduced borough wide</p> <p>Implementation of a new food waste scheme in pilot area</p> <p>Options explored for a new/ improved market offer in the town</p> <p>Operational changes implemented in grounds maintenance</p> <p>Management Plans completed for all parks &amp; open spaces</p> <p>Improved satisfaction with street cleanliness</p> <p>Review of the Council's Parking Strategy undertaken</p> <p>Lower levels of waste generation and improved resident satisfaction</p> <p>Delivery of the Waste &amp; Recycling Implementation Plan</p>	<p>May 2010</p> <p>June 2010</p> <p>July 2010</p> <p>September 2010</p> <p>October 2010</p> <p>October 2010</p> <p>November 2010</p> <p>December 2010</p> <p>January 2011</p> <p>March 2011</p> <p>March 2011</p> <p>March 2011</p>

Director of Prosperity and Regeneration – assigned February 2010 for 2010/11

<b>Objective</b>	<b>Link to Service Plan/Priorities</b>	<b>Measurement</b>	<b>Review Date</b>
Strategic Leadership	The vision of Maidstone as a vibrant, prosperous, 21 <sup>st</sup> century urban and rural community at the heart of Kent	<p>Constructive contribution to implementation of the Council's new management structure</p> <p>Significant progress on the LDF including delivery of a Maidstone transport strategy, Infrastructure Plan and draft core strategy for consultation in accordance with the Local Development Statement (timetable)</p> <p>Delivery of the Communities in Control action plan targets for 2010/11 including Neighbourhood Forums</p> <p>Lead the LSP Environmental Delivery Group</p>	March 2011
Promoting Prosperity	A place to achieve, prosper and thrive	<p>Continue proactive engagement with public and private sectors, raising Maidstone's profile and</p> <p>Undertake benchmarking of "prosperity" and formulate improvement action plan</p> <p>Sponsor the High Street public realm project ensuring that the project milestones are met</p> <p>Sponsor the Council's new Housing Strategy</p> <p>Lead the Council's actions to progress transport strategy and infrastructure improvements</p>	March 2011

Achieving Regeneration	A place to achieve prosper and thrive	Progress Regeneration Statement actions including public:private partnership options and Neighbourhood planning action plan for Parkwood	March 2011
Effective Use of Resources	A place with efficient and effective public services	Sponsor the authority's carbon emissions reduction project ensuring achievement of NI 185 and NI 186 targets  Evaluate alternative business models for the theatre and reduce the subsidy	March 2011
Investing in People	A place with efficient and effective public services	Development of staff and teams to improve performance  Mentoring key staff	March 2011

## Appendix 2

Chief Executive – proposed objectives June 2010 – March 2011

Objective	Link to Service Plan/Priorities	Measurement	Review Date
Ensure, in collaboration with the Leader and Cabinet, that the organisation is developed to respond successfully to the new requirements of the public sector	National Comprehensive Spending Review Various national white papers Vision for Kent Bold Steps	Networking and research to define and clarify future shape of the public sector in Kent and where Maidstone sits Co-production of proposals for new ways of working with KCC, Kent Districts and partners Development and presentation of proposals for organisational development	October 2010  November 2010  March 2011
Provide visible leadership within the organisation to ensure focus on outcomes for the Council's key priorities and improvement in the use of resources	Sustainable Community Strategy Council's Corporate Business Plan Medium Term Financial Strategy People Strategy	Prioritisation of service outcomes and resources for the medium term (2011/12 – 2013/14) Overall reduction of the Council's cost base Implementation of revised management structure, including reduction from 3 directorates to 2, to realise savings of not less than £220k Development and implementation of revised organisational structure and ways of working to match resources for 2011/12 Conduct of a staff survey to identify perceived strengths and weaknesses of Maidstone as an employer and implement an appropriate action plan  Review of workforce terms and conditions  Sponsor key projects and programmes including the High Street public realm project and the Carbon trust programme	March 2011  March 2011 Summer 2010  March 2011  Survey by end July 2010 Action plan adopted end October 2010 October 2010  October 2010



Ensure that the organisation is well run and that the authority is excellent in the delivery of services that matter most to residents and that promises about service outcomes and costs are kept		Delivery of service outcome promises in the 2010/11 Corporate Plan Development and agreement to key services and performance measures relevant to Maidstone to succeed CPA Engagement and Communication Strategies in place including for service and budget consultation	October 2010/March 2011 December 2010  October 2010
Provide visible leadership within the wider arena through effective partnership working	Sustainable Communities Strategy Medium Term Financial Strategy Capital Programme	Successful operation of the Local Strategic Partnership including laying the foundations for joint specification of some service outcomes Improved public confidence in terms of safety and security; associated implementation of the IDeA peer review action plan for the Safer Maidstone Partnership Collaborative engagement with key partners including KCC, Homes and Communities Agency to secure investment in key projects	March 2011  March 2011  March 2011
Build the profile and reputation of Maidstone Council; represent and promote Maidstone's vision, ambition and needs with partners and at key events	Sustainable Communities Strategy	Improve outcomes, facilitate joint working to improve prosperity and quality of life in the borough	March 2011
Build collaborative working relationships between members and officers		Key information and advice is provided to members in a timely way Members of the Council receive statutory and key policies and plans on time eg Council Budget Member Development Plans enhanced Engagement with front facing councillors eg through at least two briefings a year offered to all members	March 2011  March 2011  October 2010 October 2010

Director of Change, Planning and the Environment -proposed objectives June 2010 – March 2011

<b><u>Objective</u></b>	<b><u>Link to Service Plan/Priorities</u></b>	<b><u>Measurement</u></b>	<b><u>Review Date</u></b>
Enhancing the Council's status as a high performing authority	<p>Raising the profile of the Council</p> <p>Improving service performance and outcomes</p> <p>Improving delivery on the key member priorities</p>	<p>Business Improvement/MKIP delivery team established</p> <p>New performance management system arrangements with improved management information</p> <p>Action Plan delivered following the IDeA Productivity Peer Review</p> <p>Positive result in the Place Survey or successor arrangements</p> <p>Successful outcome from the CAA/UOR successor inspection process</p> <p>Resident profiling in place (MOSAIC) and used for local service planning</p> <p>Overhaul of planning arrangements and waste strategy</p>	<p>August 2010</p> <p>June 2010</p> <p>July 2010</p> <p>November 2010</p> <p>December 2010</p> <p>December 2010</p> <p>January 2011</p>
Successful delivery on a range of key projects	Delivering value for money and improving efficiency	<p>Improved council wide project management arrangements in place</p> <p>Commencement on site in relation to the Mote Park HLF Bid</p> <p>Crematorium offer improved with increase to 65% utilisation</p>	<p>May 2010</p> <p>February 2011</p> <p>March 2011</p>
Improved partnership working with other councils and agencies to deliver better	Developing strategic and operational partnerships	<p>Shared Audit Service Operational</p> <p>New programme of shared services developed for MKIP</p>	<p>April 2010</p> <p>June 2010</p>

services and outcomes	Sustainable communities and access to services	<p>Closer working relationship with Kent County Council</p> <p>Procurement workstream delivered and led by MBC</p> <p>Shared Revenues and Benefits operational phase 1</p> <p>HR Service expanded and fully operational</p> <p>Review shared legal services partnership</p> <p>Delivery on key environmental priorities through the LSP</p>	<p>September 2010</p> <p>October 2010</p> <p>December 2010</p> <p>December 2010</p> <p>December 2010</p> <p>March 2011</p>
Delivering in efficiencies through transformation	<p>Value for money savings in excess of £300,000</p> <p>Effective use of the Council's assets</p>	<p>Programme of priority asset disposals completed</p> <p>Building &amp; facilities management enhanced</p> <p>Decision on the future use of the Carriage Museum</p> <p>Disposal of 13 and 26 Tonbridge Road</p> <p>Disposal of Armstrong Road, Coombe Quarry (Park and Ride) and Hayle Place</p> <p>New contracts including temporary staff, consumables, car parking enforcement and recruitment advertising</p>	<p>April 2010</p> <p>June 2010</p> <p>October 2010</p> <p>December 2010</p> <p>December 2010</p> <p>March 2011</p>
Delivering on the waste agenda and wider change in environmental services	<p>Environmental Excellence</p> <p>Value for money and efficiency plus service improvement</p>	<p>Successful outcome from the Food Safety Inspection</p> <p>Work with the Leisure Trust &amp; Health to increase participation in sport</p> <p>New waste paper collection scheme introduced borough wide</p> <p>Implementation of a new food waste scheme in pilot area</p> <p>Options explored for a new/ improved market offer in the town</p> <p>Operational changes implemented in grounds maintenance</p> <p>Management Plans completed for all parks &amp; open spaces</p> <p>Improved satisfaction with street cleanliness</p>	<p>May 2010</p> <p>June 2010</p> <p>July 2010</p> <p>September 2010</p> <p>October 2010</p> <p>October 2010</p> <p>November 2010</p> <p>December 2010</p>

		<p>Review of the Council's Parking Strategy undertaken</p> <p>Lower levels of waste generation and improved resident satisfaction</p> <p>Delivery of the Waste &amp; Recycling Implementation Plan</p>	<p>January 2011</p> <p>March 2011</p> <p>March 2011</p>
6. Delivering on the planning and development management agenda	<p>Sustainable Communities Strategy</p> <p>Local Development Framework</p>	<p>Provision of advice on the consequences of post-election changes to the planning framework and legislation</p> <p>Significant progress on the LDF including delivery of a Maidstone transport strategy, Infrastructure Plan and draft core strategy for consultation in accordance with the Local Development Statement (timetable); consultation to commence September 2010</p>	<p>October 2010</p> <p>October 2010</p>

**Director of Regeneration and Communities - proposed objectives June 2010 – March 2011**

<b><u>Objective</u></b>	<b><u>Link to Service Plan/Priorities</u></b>	<b><u>Measurement</u></b>	<b><u>Review Date</u></b>
1.Enhancing the Council’s status as a high performing authority	Raising the profile of the Council  Improving service performance and outcomes  Improving delivery on the key member priorities	Present Medium Term Financial Strategy proposals to support Cabinet in setting a balanced budget and robust three year strategic financial and service plan Adoption of Leisure and Culture Strategy and integrated service Evaluate alternative business models for the theatre and reduce the subsidy	On-going; quarterly  December 2010  September 2010
Improve corporate governance arrangements	Risk management Annual Audit Inspection Corporate Improvement Plan	Revised Terms of Reference for the Audit Committee	September 2010
2.Succesful delivery on a range of key projects	Delivering value for money and improving efficiency	Completion of the East Wing at the Museum  Submission of the draft Local Investment Plan to the HCA  Implementation of preferred public:private partnership option for development and regeneration  Delivery of the Council’s position on the Kent International Gateway post appeal decision	March 2011 September 2010  March 2011  October 2011
3.Improved partnership working with other councils and agencies to deliver better services and outcomes	Developing strategic and operational partnerships  Sustainable communities and	Effective Community Safety Unit; all key partners engaged; peer review recommendations implemented; improved working relationships with partners improved public confidence	September 2010  March 2011

	<p>access to services</p> <p>Crime and Disorder Reduction; Building Stronger and Safer Communities</p>	<p>Delivery of the Communities in Control action plan targets for 2010/11 including Neighbourhood Forums</p>	
<p>4. Delivering in efficiencies through transformation</p>	<p>Value for money savings</p> <p>Effective use of the Council's assets</p>	<p>Review effectiveness of customer access</p> <p>Sponsor implementation of shared revenues and benefits service</p>	<p>September 2010</p> <p>March 2011</p>
<p>5. Delivering on prosperity and regeneration agenda</p>		<p>Undertake benchmarking of "prosperity" and formulate improvement action plan</p> <p>Sponsor the Council's new Housing Strategy</p> <p>Progress Regeneration Statement actions including public:private partnership options</p> <p>Remodel the Council's approach to community development</p> <p>Ensure delivery of the neighbourhood planning action plan for Parkwood and evaluation of the project</p>	<p>December 2011</p> <p>March 2011</p> <p>March 2011</p> <p>March 2011</p> <p>December 2011</p>

### **Appendix 3**

#### Chief Executive Development plan – June 2010 – March 2011

<b>Development Area</b>	<b>Development activity</b>	<b>Measurement</b>	<b>Support required</b>	<b>Review Date</b>
Top level leadership in a rapidly changing and challenging environment	New Chief Executive Briefing Shadowing experienced Chief Executive Chief Executives' Action Learning Set Networking Relevant seminars and conferences	Personal confidence Feedback	Financial support  Time from MBC  Time from other more experienced top managers	October 2010
Presence and impact	1:1 support on confident personal impact eg making presentations, public speaking	Feedback eg from members and staff		March 2011
Communication of difficult messages	Action learning  Experience	Feedback	Peer Support	March 2011
Time management to ensure enough time for supporting others, reflection and looking after myself	Practising effective delegation and developing trust Practising and following through on saying "no"	Feedback  Better work/life balance		March 2011