

Chief Executive Performance Appraisal – APPENDIX B

Objectives/targets for 2016-17

Developing Democracy			
	Objective	2016-17 Targets	Evidence
1	In partnership with the Mayor and Council, deliver a healthy local democracy, well prepared to take back responsibilities and accountabilities so that Commissioners, if so minded can recommend to the Secretary of State that the directions regime be ended	<ul style="list-style-type: none"> Continue to develop the Best Value plan – May 2016 onwards Deliver the milestones against the Best Value plan – May 2016 onwards Progressive withdrawal of directions Successful conduct of IER and GLA/Mayoral elections and EU referendum – May/June 2016 	<p>Plan monitoring</p> <p>Milestones successfully achieved – plan monitoring</p> <p>Steady Progress with implementing outstanding Best Value Action Plan actions, with clarity where these are not met</p> <p>Numbers and public/members/ staff feedback</p>

Culture Change			
	Objective	2016-17 Targets	Evidence
1	Implement a process of cultural change within the Council, which leads to a clear understanding of, and mutual respect for, respective political and officer roles and a default position of transparency,	<ul style="list-style-type: none"> A corporate officer team which gives timely, accurate and unbiased professional advice without fear and effectively delivers – November 2016 Effective CMT in place and 	<p>Member/staff feedback</p> <p>CE assessment IIP (Gold assessment) - April 2017</p> <p>Member/staff</p>

	openness and trust	<p>effective managerial leadership of all staff, including CMT – May 2016</p> <ul style="list-style-type: none"> • Development and delivery of the cultural change theme of the Best Value plan – May 2016 onwards • Ensure the Governance Working Group progress their objectives – May 2016 onwards • Develop the organisational transformation programme – September 2016 	<p>feedback CE assessment as HOPS Staff Conference April 2016</p> <p>Plan monitoring</p> <p>Monitoring</p> <p>Plan acceptance by Mayor and monitoring against milestones</p>
2	Develop a strong and outward looking culture, underpinned by excellent services, which presents a strong and persuasive image to partners within and beyond Tower Hamlets, and which helps to change the way we see ourselves and are viewed by others	<ul style="list-style-type: none"> • Represent the borough in senior forums, platforms and positions, modelling a strong image and positively influencing the impression of the borough – November 2016 • Communications review undertaken and implemented – October 2016 • Performance data and residents survey results positive – May 2016 • Publicise awards achieved and provide shared learning opportunities 	<p>Opportunities generated, Staff, partner, third party and member feedback Strategic Partnership meeting regularly</p> <p>Review implemented Percentage of responses positive</p>

Vision and Workforce			
	Objective	2016-17 Targets	Evidence
1	Facilitate a coherent vision for the authority 5-10 years hence, which drives the determination of an accommodation and service delivery strategy, implemented to time and budget and which drives organisational change	<ul style="list-style-type: none"> • Develop and introduce new vision and values, including through the refreshed Strategic Plan – October 2016 • Progress plans for the new civic offices and town hall – throughout year • Budget developed and delivered – by end March 2017 	<p>Plan monitoring, Mayor and Member buy in</p> <p>Civic offices plan milestones achieved</p> <p>Sustainability demonstrated by service plans</p>
2	As Head of Paid Service ensure that the organisational structure and staffing compliment are fit for purpose to achieve the Council's strategic aims and to lead a motivated and productive workforce	<ul style="list-style-type: none"> • Investors in People progressed – ready for assessment in 2017 • Structural changes achieved to ensure alignment with budget, vision and workforce strategy • Modernised working practices as part of service reviews, workforce strategy and transformation programme 	<p>liP Gold achieved (April 2017)</p> <p>Workforce Strategy Milestones</p> <p>Service Review Programme</p>

Community and Internal/External Relationships			
	Objective	2016-17 Targets	Evidence
1	The establishment of effective strategic partnerships, both local and wider, which engage all sections of the community in working towards a better future for all who live, work and learn in the borough, which is inclusive, cohesive and champions equality	<ul style="list-style-type: none"> • Review partnership arrangements, approach to engagement and Community and Voluntary strategy – December 2016 • Introduce a replacement for East End Life – August 2016 • Draw up a Tower Hamlets narrative to support the vision and values – September 	<p>Reviews conducted. Partner, community and member feedback/survey results</p> <p>Replacement introduced</p> <p>Agreement gained, Narrative</p>

		<p>2016</p> <ul style="list-style-type: none"> • Devolution progressed positively – November 2016 • Effective relationships developed locally, regionally and nationally – August 2016 • Digital Strategy developed and embedded to engage the whole community 	<p>drafted and issued</p> <p>Stakeholder Feedback</p> <p>Feedback from partners</p> <p>Digital strategy introduced. Feedback</p>
2	<p>Maximise our ability to deal with budget and service pressures, local population growth, problems of exclusion and demographic change, and the opportunities for local people</p>	<ul style="list-style-type: none"> • Intelligence base established to sustain the narrative – September 2016 	<p>Feedback shows narrative understood by partners</p> <p>Sustainability demonstrated by service plans and budget</p>