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NOTICE OF MEETING

Meeting:	Staffing Committee
Date and Time:	Tuesday 4 April 2023 7.00 pm
Place:	Council Chamber
Telephone Enquiries to:	Committee Services Committeeservices@hart.gov.uk
Members:	Makepeace-Browne (Chairman), Bailey, Butler, Crampton, Farmer, Neighbour, Radley, Wildsmith, Worlock and Dorn

Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

This Agenda and associated appendices are provided in electronic form only and are published on the Hart District Council website.

Please download all papers through the Modern.Gov app before the meeting. •

- At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- The Chairman will announce that this meeting will be recorded and that anyone remaining at the meeting had provided their consent to any such recording.**

1 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting held on 11 February 2023 are attached to be confirmed and signed as a correct record.

2 APOLOGIES FOR ABSENCE

To receive any apologies for absence from Members*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they will be absent.

3 DECLARATIONS OF INTEREST

To declare disposable pecuniary, and any other interests*.

***Note:** Members are asked to email Committee Services in advance of the meeting as soon as they become aware they may have an interest to declare.

4 CHAIRMAN'S ANNOUNCEMENTS

5 CHIEF EXECUTIVE'S OBJECTIVES SETTING FOR 2023/2024 (Pages 4 - 9)

To consider the performance objectives for the Chief Executive for the coming year, 2023/24. The objectives are used as a basis of evaluation of the Chief Executives' performance.

To consider the implement of an appraisal process for the Chief Executive and Chief Officers in line with the guidance laid out within the Joint Negotiating Committee (JNC) Handbooks for both Chief Executives and Chief Officers.

RECOMMENDATION

1. Subject to any comments of the Staffing Committee, the 2023/2024 objectives for the Chief Executive as set out in Appendix 1 be confirmed.
2. For future annual appraisals (i.e. 2024/2025 onwards) it is proposed to implement an appraisal process for the Chief Executive and Chief Officers in line with the guidance laid out within the Joint Negotiating Committee (JNC) Handbooks for both Chief Executives and Chief Officers.
3. In the case of the Chief Executive, it is recommended that Staffing Committee agrees to the annual cyclical use from 2024/2025 onwards of the LGAs Chief Executive 360 Framework tool.

6 NATIONAL GRADUATE DEVELOPMENT PROGRAMME FOR LOCAL GOVERNMENT (Pages 10 - 12)

To consider recommending to Cabinet that Cabinet considers the Council joining the Local Government Association (LGA) flagship management trainee programme – the National Graduate Development Programme for local government (NGDP).

RECOMMENDATION

That Cabinet agrees to the Council, subject to budget availability, joining the Local Government Association (LGA) National Graduate Development Programme for local government (NGDP).

Date of Publication: Monday, 27 March 2023

STAFFING COMMITTEE

DATE OF MEETING: 4 APRIL 2023

TITLE OF REPORT: CHIEF EXECUTIVES' OBJECTIVE SETTING FOR 2023/2024

Report of Leader of the Council, David Neighbour

PURPOSE OF REPORT

1. To consider the performance objectives for the Chief Executive for the coming year, 2023/24. The objectives are used as a basis of evaluation of the Chief Executives' performance.
2. For future appraisals its purpose to implement an appraisal process for the Chief Executive and Chief Officers in line with the guidance laid out within the Joint Negotiating Committee (JNC) Handbooks for both Chief Executives and Chief Officers.

RECOMMENDATION

3. Subject to any comments of the Staffing Committee, the 2023/2024 objectives for the Chief Executive as set out in Appendix 1 be confirmed.
4. For future annual appraisals (i.e. 2024/2025 onwards) it is proposed to implement an appraisal process for the Chief Executive and Chief Officers in line with the guidance laid out within the Joint Negotiating Committee (JNC) Handbooks for both Chief Executives and Chief Officers.
5. In the case of the Chief Executive, it is recommended that Staffing Committee agrees to the annual cyclical use from 2024/2025 onwards of the LGAs Chief Executive 360 Framework tool.

BACKGROUND

6. The Chief Executive plays a key role in the corporate leadership of the Council and will contribute to the delivery of all corporate goals. This is recognised in his job description. The key 'day-to-day' Chief Executives objective is to exercise leadership in the successful execution of the following objectives to ensure:
 - a. the effective delivery of the corporate plan and other strategic objectives of the Council
 - b. that the Council's overall planning and budgetary processes are delivered into management action
 - c. service delivery standards and objectives are clearly defined and measured
 - d. 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
 - e. 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
 - f. effective implementation of Council policies through the direct management of chief officers and other staff, as appropriate

- g. that the Council continuously improves services and exceeds the expectations of residents, customers and stakeholders.
7. However, there are more specific objectives that need to be addressed this year. These additional objectives for 2023/2024 are set out in Appendix 1 and have been discussed between the three Group Leaders.

CONSIDERATIONS

8. Following the significant structural and resource changes last year, the emphasis in the Chief Executives' 2023/2024 objectives is to focus building a resilient Council. Key to this is:
- a. putting in place an effective service delivery model that reflects the resources available to it and the priorities as set out in the new Corporate Plan
 - b. taking a 'bottom up' approach to addressing staff satisfaction issues.
 - c. focusing on developing staff skills and development
 - d. exploring alternative shared service delivery with other local authorities including working with Rushmoor as a strategic partner.
9. However, there is also an associated need to keep an eye on the 'bigger picture' which for 2023/2024 includes:
- a. exploring possible arrangements for a 'County deal'
 - b. assessing the impact of the Environment Act 2021 – primary legislation now UK Law requiring significant changes for waste services

FUTURE APPRAISALS

10. The LGA have developed a 360 tool specifically designed for chief executives, which links to the appraisal process to support personal development. The tool collects online information from feedback from individually determined groups that may include members, partners, and staff.
11. With supported feedback the LGA are able to the work with chief executives and others to assess the impact and development opportunities when aligned to the appraisal process. The cost of this exercise is circa £1200.
12. The tool can also be used for other senior managers who are future or aspiring chief executives but it can become expensive.

FINANCE AND RESOURCE ISSUES

13. A key issue for 2023/2024 going forward is that the Chief Executives and Executive Directors (and indeed the Council staff in general) have only a finite capacity. This capacity is significantly reduced from that which was in place previously. The Council therefore will need continually to recognise this and adjust its ambitions and expectations accordingly.
14. There are no other direct costs attributable to this report although a cost will be imposed if the Council agrees to introduce the LGA 360 appraisal tool for the Chief Executive.

EQUALITIES IMPLICATIONS

15. The recommendations in this report should not have any impact on any of the protected characteristics as set out in the equalities legislation.

ACTION

16. To use of the objectives for 2023/2024, as set out in Appendix 1, as part of the appraisal system for the Chief Executive during the coming year.

David Neighbour
Leader of the Council

Background Paper

LGAs Chief Executive 360 Appraisal Framework tool.

<https://www.local.gov.uk/our-support/lga-consultancy/lga-consultancy-workforce/leadership-development/chief-executives-360>

APPENDICES

Appendix 1 – Proposed objectives for the Chief Executive for 2023/2024

Appendix 1 – Proposed objectives for the Chief Executives for 2023/2024

This are specific duties over and about the more generic activities which are carried out on a day-to-day basis.

Link to Corporate Plan	Objective	Action
Planet, People, Place and building a Resilient Council	To facilitate the implementation of the new Corporate Plan 2023-2027, as a delivery mechanism for the Hart 2040 Vision	To ensure that all service plans and staff objectives, key strategy and policy documents are aligned with, and focused on, delivering the key themes as set out in Corporate Plan 2023-2027
Building a Resilient Council	To explore possible arrangements for a 'County deal'	To positively engage and work in partnership with Hampshire County Council and other Hampshire local authorities in the current discussions on a possible County Deal
Building a Resilient Council	Review the Council's organisational structure to ensure that it is efficient, effective and 'fit for purpose'	Having regard to the significant 2022/2023 adjustments the Council made to its leadership and management structure, ensure that a full review is carried out to make sure that the Council puts in place an effective service delivery model that reflects the resources and skill sets available to it. This includes a review of the Council's approach to staff benefits and development to ensure that the Council remains competitive in the recruitment and retention of high quality, customer focused, and well trained staff A report to be prepared for Staffing Committee, Cabinet and Council in late summer 2023
Building a Resilient Council	Develop further an action plan to address staff related issues raised in the annual Staff Survey	Ensure that the findings of the Annual Staff Survey are shared with Staffing Committee and ensure that Staff are involved in the creation of an annual Action Plan, the implementation of which will be shared with Staff on a quarterly basis

Link to Corporate Plan	Objective	Action
Building a Resilient Council	Through the continuation of annual appraisals, encourage all staff to review their goals and achievements on a regular basis and to maintain a personal development plan	Encourage all staff, through the performance appraisal system, to review their goals and achievements on a regular basis and to maintain a personal development plan. The Council is committed to offering learning and development opportunities for all full-time and part-time staff. No matter where they start within the Council, they will have access to extra training and be given every opportunity to progress within the Council and encouraged to extend their range of skills and knowledge to take on new responsibilities
Building a Resilient Council	Reviewing current shared and outsourced services to ensure that they are effective	<p>Review the current Capita contract and start work on bringing back both IT, Customer Relations, and Contact Centre in house by April 2024</p> <p>Work with neighbouring Council to share services and costs to include the potential of alternative arrangements for the delivery of Shared Legal Services and provide a direction of travel for the shared waste services</p> <p>Develop the strategic partnership approach between Hart and Rushmoor as agreed in June 2022</p>
Planet, Building a Resilient Council	Assess the impact of the Environment Act 2021 – primary legislation now UK Law requiring significant changes for waste services	Work with the Hampshire Waste Partnership to secure the future delivery of separate weekly food waste collections; core range of dry recyclables to be collected at the kerbside; separation of material streams; extended Producer Responsibility to be introduced for packaging; and residual waste targets set to halve the amount of residual waste per person by 2042

Link to Corporate Plan	Objective	Action
Building a Resilient Council	Maximising income opportunities and identifying new opportunities for income generation	<p>Completion of negotiations on the potential acquisition of a further 'key worker' residential opportunity</p> <p>Work with Farnborough College of Technology to facilitate FCoTs occupation of the 1st floor at the Civic Offices along with the relocation of HDC staff to the 3rd floor</p>
Building a Resilient Council	Ensure that the Council has in place an Up-to-date Constitution	Working with the Monitoring Officer to review the Council's Constitution

STAFFING COMMITTEE

DATE OF MEETING: 4 APRIL 2023

TITLE OF REPORT: NATIONAL GRADUATE DEVELOPMENT PROGRAMME FOR LOCAL GOVERNMENT

Report of Chief Executive

PURPOSE

1. The purpose of this report is to consider recommending to Cabinet that Cabinet considers the Council joining the Local Government Association (LGA) flagship management trainee programme – the National Graduate Development Programme for local government (NGDP).

RECOMMENDATION

2. Cabinet is recommended to agree to the Council, subject to budget availability, joining the Local Government Association (LGA) National Graduate Development Programme for local government (NGDP).

BACKGROUND

3. The National Graduate Development Programme for local government (NGDP) has been developing new talent for over 20 years. It is the LGA's flagship management trainee programme. It offers councils an opportunity to grow their own local government leaders. Every year it provides the sector with high quality graduates ready to work on strategic projects which contribute to the delivery of their council's goals.
4. It is a two year programme, where graduates are employed by councils and undertake a minimum of three placements. Alongside their employment, the LGA provides a complementary learning and development offer. This is carried out in parallel so the graduates can implement their learning while working on real projects.
5. The Council will have full control over what placements to offer the trainees, based on where the need is most prevalent, and their skills can be developed and used. The LGA can provide advice and guidance on suitable placements to ensure that trainees work at a high competency level.
6. At the end of their two-year programme the graduates will have developed skills across various services. The NGDP acts as an opportunity for talented graduates to fast track their local government career and gives councils the opportunity to nurture and develop their own talent.

CONSIDERATIONS

7. The NGDP helps councils to build capacity in their workforce. Being part of the NGDP allows councils to start thinking earlier about longer-term succession planning and future leadership potential. Growing their own talent is less costly than recruiting higher up in the management structure, and taking on a graduate through the NGDP ensures that council's will have additional

corporate capacity and capability at a senior level. In among success stories there are chief executives, directors, senior managers, and others leading transformational change across the sector.

What is s expected of the council?

8. The NGDP ask councils to:
 - Help the LGA to promote to raise the profile of the programme locally and attract a diverse and talented pool of candidates.
 - Conduct a local interview at the end of the recruitment process. At this stage the candidates will have been through a rigorous series of assessments, but LGA want to give participating councils the opportunity to ensure they are the best fit for their council.
 - Employ national management trainees on a minimum two-year fixed term contract
 - Pay national management trainee salaries at NJC spinal column point (SCP) 20 (this is £28,371 but may be subject to increase pending pay negotiations).
 - Nominate a member of staff to be the placement coordinator for the programme, once the council's national management trainee(s) is in place.
 - Organise a minimum of three placements for each national management trainee over the two years.

What the LGA will do

- Annually subsidise the programme on behalf of councils in England.
- Market the programme to high-calibre graduates across the UK.
- Assess candidates' suitability through a rigorous and established multi-stage recruitment process.
- Embed the values of equality, diversity and inclusion at every step of the process.
- Support councils to access and market themselves to candidates.
- Fund and organise a national programme of learning, development and networking.

FINANCIAL IMPLICATIONS

9. The host authority is expected to pay the salary for the graduate, set at the SJT payscale spinal column point 20 (this is currently £28,371 but may be subject to increase pending pay negotiations). This is competitive with other graduate programmes. The authority will also be asked to pay a one-off fee, paid per graduate only on their successful appointment (this is currently expected to be £3,200 for 2022/23 subject to confirmation of the LGA budget). This covers the bespoke, multi-stage recruitment, plus the whole learning and development programme and ILM qualification.

NGDP TIMETABLE

10. The application process for the exiting 2023/2024 cohort (cohort 25) has now closed. However, assuming the 2024/2025 cohort follows a similar timetable:
 - **September 2023:** The NGDP's applications process open for graduates. Councils can start signing up to take part in the NGDP.

- **January 2024:** Applications close. Graduates who pass the first stage begin video interviews.
- **March 2025:** Top graduates complete an assessment centre and those who pass will have an opportunity to meet with participating councils.
- **The LGAs deadline for councils to sign up for the NGDP is 31 March 2024**
- **May/June 2024:** Candidates who have passed the assessment process are matched with councils for interview processes based on the candidates' preferences. Councils conduct interviews and offer places to their preferred candidates. Candidates accept council offers and prepare to join the organisation in the autumn.

Contact: Daryl Phillips, Chief Executive

Background Paper

National Graduate Development Programme: <https://www.local.gov.uk/our-support/councillor-and-officer-development/national-graduate-development-programme>