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NOTICE OF MEETING

Meeting:	Staffing Committee
Date and Time:	Tuesday 21 November 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, Woods and Worlock

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.

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- 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 (Pages 4 - 9)

The Minutes of the meeting held on 4 April 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 EXCLUSION OF THE PUBLIC

The following agenda items contain exempt information.

Recommendation

Members must decide whether the public interest in maintaining an exemption outweighs the public interest in disclosing the information.

It is suggested that, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to, on the grounds that they involve the likely disclosure of exempt information, as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

6 UPDATE ON STAFF RECRUITMENT AND RETENTION (Pages 10 - 25)

This report looks at staff vacancies, recruitment, and staff benefits, including salaries. It recommends that the Council manage job evaluation (JE) schemes internally using the National Joint Council (NJC) JE Scheme for Local Government Services and the Joint National Council (JNC) Senior Manager JE Scheme for Chief Officers. This will replace the existing HAY JE scheme and save costs.

7 REVIEW OF MANAGEMENT RESOURCES (Pages 26 - 58)

This report reflects upon the staffing and management impact of the significant leadership changes arising from the 'Tier 2' saving initiative agreed by Council in November 2021 and the subsequent decision in September 2022 to move to a single Chief Executive model.

Recommendation

Staffing Committee to support the action points identified in paragraphs 20-25 of this report.

Date of Publication: Monday 13 November 2023

STAFFING COMMITTEE

Date and Time: Tuesday 4 April 2023 at 7.00 pm

Place: Council Chamber

Present:

Makepeace-Browne (Chairman), Bailey, Butler, Dorn, Farmer, Neighbour, Wildsmith and Worlock

In attendance:

Officers:

Graeme Clark, Executive Director - Corporate Services & S151 Officer
Brijesh Mehta, People & OD Manager

22 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 9th February 2023 were agreed and signed by the Chairman as a correct record. (Discrepancy of incorrect agenda item date reconciled).

23 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Crampton and Radley.

Councillor Dorn attended as a substitute for Councillor Crampton.

24 DECLARATIONS OF INTEREST

There were no declarations of interest.

25 CHAIRMAN'S ANNOUNCEMENTS

The Chairman had no announcements.

26 CHIEF EXECUTIVE'S OBJECTIVES SETTING FOR 2023/2024

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 Executive's performance.

Members discussions and recommendations included:

- That the JNC handbook model appraisal framework be accepted for future appraisals, and the Committee agreed that a task and finish group of 3 members, one from each main party, should review the guidance and agree how to operate it in practice. Membership of the task and finish group will be agreed at the next Staffing Committee meeting and will be reported to Staffing Committee in January 2024.

- The draft objectives set out in Appendix 1 were discussed in detail. Items such as Cyber Security, Civic Quarter and Returning Officer were discussed but it was agreed not to include them.
- It was agreed that 8b and 9a in the covering report need to be rephrased to make them more meaningful.

The following amendments to Appendix 1 were agreed:

- Dates and milestones must be added where appropriate.
- Remove the 7th objective 'Assess the impact of the Environment Act'.
- Revise the 8th objective to read 'Develop the Commercial Strategy and present options to maximise income and improve financial management and control'.
- Insert a new objective 'Effective leadership for a council-wide cost saving and efficiency program in support of the MTFS which enables a balanced budget and targets resources to Corporate Plan priorities.

It was agreed that the revised version of Appendix 1 (which should include item numbers) should be agreed by the Chairman and Leader, then circulated to committee members and agreed by email.

DECISION

1. the 2023/2024 objectives for the Chief Executive set out in Appendix 1, updated by the above agreed amendments, 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, subject to the task and finish group reviewing its operation as described above.
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.
4. For all future Chief Executive annual appraisals, the current job specification and current objectives must be included in the Staffing Committee agenda paperwork.

27 NATIONAL GRADUATE DEVELOPMENT PROGRAMME FOR LOCAL GOVERNMENT

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

Members discussions and recommendations included:

- That this approach should supplement, not replace, current recruitment practice and it should not exclude good quality, non-graduates from Hart intake.
- We must be able to measure the value to the Council of this program, and monitor its success, in terms of monetary and time costs incurred.
- The risks of investing time in a graduate and them leaving after or before 2-years vs the benefit of having a high-caliber person working in priority services/projects
- The benefits listed in the report including LGA funding and rigorous pre-selection process.

DECISION

That Staffing Committee recommends to Cabinet that, subject to budget availability, the Council should consider joining the Local Government Association (LGA) National Graduate Development Programme for local government (NGDP).

This decision was Proposed by Councillor Worlock; Seconded by Councillor Farmer.

The meeting closed at 8.35 pm

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'	<p>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</p> <p>A report to be prepared for Staffing Committee, Cabinet and Council in early autumn 2023</p>
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 Councils 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>
Building a Resilient Council	Develop the Commercial Strategy and present options to maximise income and improve financial management and control'	<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	Effective leadership for a council-wide cost saving and efficiency programme in support of the MTFs which enables a	On-going and to be reflected in 2024/25 budget setting.

Link to Corporate Plan	Objective	Action
	balanced budget and targets resources to Corporate Plan priorities'	
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

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
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