

STAFFING COMMITTEE

DATE OF MEETING **10 FEBRUARY 2022**

TITLE OF REPORT **REVIEW OF CHIEF EXECUTIVES' PERFORMANCE
AND OBJECTIVE SETTING FOR THE COMING YEAR**

Report of **Councillor David Neighbour, Leader of the Council**

1 PURPOSE OF REPORT

- 1.1. To review performance against the 2021/22 performance objectives set at Staffing Committee in February 2021 for the Joint Chief Executives for the year and to consider the performance objectives for the Joint Chief Executives for the coming year, 2022/23.
- 1.2. The objectives are used as a basis of evaluation of the Joint Chief Executives' performance.

2 RECOMMENDATION

- 2.1 Subject to any comments of the Staffing Committee, the performance of the Joint Chief Executives as set out in Appendix 1 be noted and the objectives as set out in appendix 2 be confirmed for the Joint Chief Executives for the coming year.

3 BACKGROUND

- 3.1 The Joint Chief Executives play a key role in the corporate leadership of the Council and will contribute to the delivery of all corporate goals, this is recognised in their job description and should be reflected in their annual objectives.
- 3.2 The Joint Chief Executives have had regular performance reviews and objectives, most recently these were considered by Staffing Committee in February 2021.
- 3.3 Last year, due to the ongoing Covid-19 pandemic (recognising we were still subject to a lock down in February 2021 and the commensurate workload associated with this) Staffing Committee took the decision to 'roll over' the previous year's objectives.

4 CONSIDERATIONS

- 4.1 Whilst Covid-19 has once again been a major factor throughout the year, with the Council once again stepping into Major Civil Emergency to support the delivery of the Vaccine Programme, Appendix 1 sets out the Joint Chief Executives performance against those objectives in the past year.
- 4.2 Reflecting that the objectives are now two years old; a range of topics and issues have arisen that have required strategic leadership, but do not directly align to the objectives, these include such matters as
- County Deal conversations and working alongside the NHS on the emerging structures for the new Integrated Care Systems
 - The severance and re-establishment of relationships regarding the Joint Waste Client Team with BDBC.
 - The future of the Frogmore Day Care Centre and the anticipated change in the Citizens Advice property, allowing Oakley Health Practice to operate out of Royal Oak Close as well as work on former The Swan Public House.
 - The appointment of one of the Joint Chief Executives to the Housing Company as a Director, and the workload associated with the creation of Company Business Plans and establishing, running and reporting on the Scrutiny Panel, as well as creation of policies fit for the company.
 - Oversight of the Covid-19 Business Grants and the Welcome Back Fund
 - Review of the Corporate Complaints policy and working with an Overview and Scrutiny task and finish group to bring forward a new approach for adoption
 - Bringing forward a grant scheme for the Platinum Jubilee and supporting delivery of the new Communications and Engagement Strategy.
 - Delivering a Lateral Flow Test Centre, continued use of the Councils buildings for a Mobile Testing Unit, as well as working alongside the NHS to deliver the vaccine programme
 - Worker in partnership with Rushmoor, Basingstoke, and Test Valley to bring forward the 'North Hampshire narrative'.
- 4.3 The Leader has sought feedback from the other Political Group Leaders in entering into his discussions on performance over the last year, as well as key priorities for the next year. This has led to the establishment of the new objectives 2022/23 as set out in Appendix 2, recognising this activity will seek to meet the strategic objectives of the Council.

5 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 5.1 The Council has a performance development review process which helps ensure we get the very best from our staff. This report is in compliance with that policy and no alternatives have been considered or rejected

6. CORPORATE GOVERNANCE IMPLICATIONS

- 6.1 Finance and Resource issues – there are no direct costs attributable to this report. The Joint Chief Executives have finite capacity and this report and the objectives set out, seeks to ensure that this valuable resource is directed to ensure the Councils ambitions are delivered.

7. EQUALITIES IMPLICATIONS

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

8. CLIMATE CHANGE IMPLICATIONS

- 8.1 There are no climate change implications as a result of this report

9 ACTION

- 9.1 To use of the performance objectives for 2022/23, as in Appendix 2, as part of the appraisal system for the Joint Chief Executive's during the coming year.

Dave Neighbour
Leader of the Council

APPENDICES

Appendix 1 - Joint Chief Executives Performance against the Objectives set by Staffing Committee in 21/22

Appendix 2 – Proposed objectives for the Joint Chief Executives for 2022/2023

Appendix 1 – Joint Chief Executives Performance against the Objectives set by Staffing Committee in 21/22

Link to Corporate Plan	Objective	Measure	Lead	Performance
<p>An Efficient and Effective Council To realise our ambitions to deliver</p>	<p>To facilitate and help Members to create a new Corporate Plan, as a delivery mechanism for the new Hart 2040 Vision</p>	<p>A new Corporate Plan will be created, consulted upon and adopted by the Council</p>	<p>Both</p>	<p>Meeting of the sub-group facilitated and created a document providing information on what priorities would need to move forward into next year for completion</p> <p>Have facilitated Informal Cabinet meetings throughout the year, bringing forward items for consideration, as well as providing an almost weekly update of activity of note from around the Council for Cabinet to consider.</p>
<p>An Efficient and Effective Council Ensuring our Medium Term Financial Strategy is focused on strategic priorities</p>	<p>To ensure the Council and its ambitions are fully funded</p>	<p>Ensure that the Corporate Plan is considered in light of the funding envelope for the current and future years</p>	<p>Both</p>	<p>DP has been the lead for the broader savings agenda (out of the two Joint Chief Executives)</p> <p>PH has led specifically on the Senior Management Restructure, commissioning consultants etc. to review and report to Staffing Committee and have provided information to the Leader to outline what needs to happen to ensure the Corporate Plan can be delivered, due to the potential implications of insufficient resources being available</p>
<p>An Efficient and Effective Council Maximising income opportunities and identifying new opportunities for</p>	<p>Continued implementation of the Commercialisation</p>	<p>Continue to ensure performance against the existing Commercial Strategy whilst exploring opportunities for the mid to long term</p>	<p>Both</p>	<p>DP has been overseeing the opportunities that may be gained from ownership the Swan Public House in North Warnborough</p> <p>DP led on the acquisition of Centenary House, Basingstoke</p> <p>PH has been appointed Director of the Councils wholly owned Housing Company, which is looking to explore new commercial opportunities.</p>

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income generation				<p>We also review and consider other opportunities via our Project Board approach, including seeking an ‘elevator pitch’ for any embryonic ideas to ensure they are likely to meet our ambitions, before placing more resources for further investigation.</p> <p>Following the departure of the Commercialisation Manager replacement resources (Commercialisation Business Partner) has been put in place and a framework put in place to access speedier business advice. The aim in the next year is to secure at least one further commercial acquisition and also to have negotiated an additional residential opportunity for key workers.</p> <p>For countryside services the commercialisation objective will be to explore the success of offering concessions at both Edenbrook and Bramshot Farm Country Park.</p>
An Efficient and Effective Council Maximising income opportunities and identifying new opportunities for income generation	Continue to embed opportunities to find efficiencies through commercialization and digitalisation	Continue to creation of a new culture, new ways of working which increases collaboration, reduces duplication and increases available online services (e.g. continued data management along with enhanced broadband)	DP	<p>A refreshed Commercialisation Property Investment Strategy was adopted in July 2021.</p> <p>An Agile Working Policy has been brought in effect to address both pandemic issues as well as reducing impact on the climate. All systems have effectively been digitised to enable remote access from locations away from the office. New “soft” telephony is now being rolled out to complement officer accessibility.</p> <p>A new web site procurement exercise has commenced with full implementation by November 2022. In the meantime, the current website has been confirmed as being fully legally compliant with the accessibility standards required by Public Sector Bodies (Website and Mobile Applications) Accessibility Regulations 2018 (WCAG 2.1).</p>

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				<p>We will continue our ongoing work with the M3 LEP to support the delivery of the strategic fibre spine project which will provide gigabit-capable broadband across Surrey and Hampshire.</p> <p>Agile working will be supplemented by the final digitalisation of historic maps.</p>
<p>An Efficient and Effective Council Continuing to ensure we have an engaged and motivated workforce</p>	<p>Continued development of the organisation to ensure that it is 'fit for the future'</p>	<p>As part of the Corporate Plan consideration, outline the Councils future approach to Shared Services based on the evidence of the review</p>	<p>PH</p>	<p>We continue to keep shared services under review.</p> <p>The Joint Chief Executives (usually DP) attends the BDBC Partnership Board which looks at shared services that both Councils have. In addition, PH attends on behalf of the Council, the Joint Governance Group that oversees the Joint Waste Contract. A key area of work has been improving our relationship with BDBC further to the transfer of the Joint Waste Client Team.</p> <p>PH attends the 5 Councils Chief Executives Group, as well as the Senior Management Board and the Councils Joint Committee (Member led meeting) all of which oversees the Capita contract and the partnership with other Councils, ensuring both HDC Members of the Joint Committee are kept involved of developments.</p> <p>We have also been heavily involved in the County Deal conversations</p> <p>Subject to the Levelling Up White Paper and decisions of Cabinet and Council, this is foreseeably one of the main areas of work for the year ahead as it will be critical to the success of future relationships to ensure we have an aligned view of vision, goals and objectives.</p>

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		Skills Gap analysis, leading to a systematic approach to the development of staff	PH	<p>We have this year undertaken a review of the PDR process, providing training to all Managers in the style and approach we expect associated with the PDR process, and in February, in advance of the year ending/year beginning PDR for staff in March – PH is providing training to all staff on how to make best use of the PDR. This will undoubtedly help us to focus on any skills or training gaps that we may have as an organisation as we look at the objectives for next year and the likely requirements moving forward.</p> <p>From April onwards we will have a calendar of training available for staff which will include our mandatory training (safeguarding, GDPR, equalities, fraud/bribery etc.) as well as training highlighted through the PDR processes and hope to have implemented a new module on our HR system which enables the effective tracking and delivery of training requirements.</p>
		Business re-engineer services to streamline and make them more efficient	DP	<p>The emphasis this year will be to secure the full implementation of the Development Management Service Action Plan (which is monitored by a O&S/Cabinet sub group) and ensure an Action Plan for the Planning Enforcement Service is brought forward</p> <p>A key service agility improvement will be the introduction of the Idox OnSite mobile apps. The product will give offers the tools needed to complete inspections, visits and actions on a mobile device in the field.</p>
		Continue work to enable home or district based working	DP	An Agile Working Policy has been brought in effect to address both pandemic issues as well as reducing impact on the climate. All systems have effectively been digitised to enable remote access from locations away from the office.

Link to Corporate Plan	Objective	Measure	Lead	Performance
		through the use of technology		<p>New “soft” telephony is now being rolled out to complement officer accessibility.</p> <p>Agile working will be supplemented by the final digitalisation of historic maps.</p> <p>A key service agility improvement will be the introduction of the Idox OnSite mobile apps. The product will give offers the tools needed to complete inspections, visits and actions on a mobile device in the field.</p>
		Create a strong brand for Hart as an employer	PH	<p>The first stages of this have recently been completed with the updated and refreshed Communications Strategy, which should start to see significantly more positive news items which will place Hart favourably amongst our sector. The reach and spread of our media and social media presence is measured via google analytics, additionally the Communications team have monitored social media for impact, but at present, resources do not allow for this on a regular basis.</p> <p>We have also looked to ensuring the outward facing brand of the Council is enhanced by bringing forward new Customer Care Policies and we are also ensuring we improve our opportunities to learn from feedback via a newly refreshed Complaints Policy due to be considered by Cabinet in March.</p> <p>And we have also taken the time to ask our own staff whether they would recommend Hart as an employer.</p>

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		Improve social capital	PH	<p>Vital in a time of lockdowns and agile working, social capital ensures that our staff remain connected to the Council and with the colleagues they work alongside.</p> <p>PH takes the lead on Staff Induction, personally taking part in each and every session, meeting new members of staff and taking them through the key points they will need to know about the Council. DP & PH share the provision of information to our staff through the staff newsletter (every two weeks) and all staff briefing (every month) as well as providing a feedback loop via our Management Team (every month)</p> <p>As we move out of Plan B, DP has provided guidance to staff regarding returning to the use of our Agile Working Policy (minimum 20% of time in the office) with the time in the office specifically for collaboration, whether one to one's, team meetings, training etc.</p> <p>We have continued to garner feedback via our Staff Surveys with one in autumn and continued our social events calendar with diverse opportunities to engage from a book club to, gin tasting, a squat challenge and just starting, an exercise challenge</p>
		Continue to create a digital and commercial culture in the Council	DP	<p>The main project for this year is to integrate cyber security as an integral part of the Council's work on digitisation programme using funding secured from DLUCH.</p> <p>The web site project is supported by a Project Board that has a communication and engagement strategy with all staff.</p>

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		Introduce new Committee Services management software	DP	<p>Phase 1 (the digitalisation of Committee agenda and integration with the Hart web site) is complete.</p> <p>The objective for the next year is to implement the Committee report workflow management.</p>
A Clean, Green and Safe Environment	Take a corporate lead for Climate Change recognizing the cross functional nature of the actions needed across the organisation	Provide guidance on the implementation of the draft Climate Change Action Plan, its resourcing and funding	Both	<p>DP and PH have provided oversight to the Climate Change Action Plan via our Project Board, where projects from the Action Plan are brought forward and performance against ambitions assessed. PH has used County Deal discussions as an opportunity to point out that our ambitions and those of HCC are not aligned and it would be reasonable for us to find alignment in any County Deal submission. Further to this, funding has been set aside in the budget 2022/2023 to resource the Action Plan for the coming year and this may be a particular area of work in the future.</p> <p>The service aim is to introduce new Planning Technical advice notes to be used by staff to inform planning decisions on new development.</p>
Healthy Communities and People	Lead on the delivery of the New Settlement	Continue the exploration of a Garden Community in accordance with the principles adopted by Cabinet	PH	<p>The Administration's approach to the Garden Community has changed due to the DHLUC not providing sufficient financial support, and the decision was taken to close this project down, at a convenient point in the process.</p> <p>In accordance with the Councils project management approach, it would be appropriate to carry out a project closure report.</p>
An Efficient and Effective Council	Update the constitution to	New constitution is introduced that is	DP	Work has commenced with the current Constitution being rewritten in plain English to 'crystal' standard. The document however needs to be revisited with a view to making it more succinct and user friendly.

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	reflect current best practice	easy to read and understand		This is an ongoing project albeit not an overriding priority in times of pressurised workloads. .
An Efficient and Effective Council	Ensure democratic process.	Deliver District /Parish Council, and any Neighbourhood Plan referenda	DP	Last year a challenging COVID compliant combination of HCC, Police & Crime Commissioner, HDC, Parish, and two Neighbour Plan elections/referenda was successfully delivered along with a separate Parish byelection. This year an HDC and any relevant Parish/Town Council election will be delivered.
A Thriving Economy Working in partnership with Town and Parish Councils, Enterprise M3 LEP, Hart Community Covenant	Improve partnership working with (but not exclusive to) Parish and Town Councils, the Military, major employers in the district	Ensure an ongoing effective dialogue that can ensure issues or concerns can be highlighted at the earliest stages and in so doing, help our communities and economy.	Both	<p>Established and attended the inaugural Parish Clerks Forum between HDC and Parishes, with the next meeting planned to include a session on Planning</p> <p>Regular attendance of DP and PH at the HDAPTC meeting, which remains a very useful two-way feedback mechanism</p> <p>Met with a range of major employers in the last year (see below under Brexit)</p> <p>Also kept links with the NHS with meetings at 'Place', (historically North East Hampshire and Farnham CCG), colleagues within the ICS, Primary Care Networks, catching up with the Clinical Leads for both Yateley and Fleet, plus a Healthier Communities Oversight Group, which seeks to pull together key stakeholders with the Hampshire and Isle of Wight ICS and Frimley ICS for the betterment of Hart (as we are the only district which spans both systems).</p> <p>Due to workloads, PH has stepped down from her role as Hampshire and Isle of Wight LGA Chief Executive representative for Health and Wellbeing (attending the Hampshire Health and Wellbeing Board),</p>

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				<p>which provides capacity to focus on engagement with the ICS's on a more local level, to ensure Districts (and in particular Hart) have a 'voice' in this new and important structure.</p> <p>As well as regular meetings with the local Police Chief Inspector. Other meetings have included those with the Hampshire and Isle of Wight Association of the Local Government Association Chief Executives (with representatives across the public sector including bodies such as the National Parks, NHS, Fire, Police etc.).</p> <p>Active engagement with the Local Resilience Forum, which this year has been a considerable area of workload, including most recently the escalation into Major Incident, to deliver the vaccine programme roll out.</p> <p>PH continues to take a lead on the provision of information to Parishes and our own Councillors via the Parish Newsletter, which goes out fortnightly to all elected representatives in Hart (including MP's and County Councillors)</p> <p>As a result of these conversations, we have been able to help to facilitate discussions around a potential Further Education campus which we hope to see soon in Fleet, and we are also having early conversations about a new NHS facility in the North East of the district.</p>
Monitor and work with businesses and communities to	To help our business communities capture	Build on the economic development work of	PH	Met with a range of senior leaders from major employers within the district including: Ark Data, Waitrose, Heckfield Place, Drew Lambert (agent for Hart Centre), The Elvetham, Wessanen, Sondardyne, Tylney Hall, Four Seasons, William Grant and Sons.

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mitigate any impact of Brexit and enable opportunities through this process	opportunities and mitigate impacts	the council to support businesses		<p>This has been a key part of the discussions with the major employers (as outlined above) the implications have been diverse however, as an area with a large sector of high quality hospitality, one of the main impacts has been a dramatic loss of overseas candidates for roles (exacerbated by the Covid pandemic). We have sought to use the connections and networks of our Skills Co-ordinator to try to support this sector. Two of the businesses have indicated a desire to work in partnership with the Council on local bio-diversity off-setting schemes, which we hope to be able to deliver in the near future.</p> <p>We have also promoted a wide range of support and advice available to our employers via our regular business newsletter and also provided ongoing advice on the EU resettlement scheme at key points.</p>

Appendix 2 – Proposed objectives for the Joint Chief Executives for 2022/2023

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<p>An Efficient and Effective Council To realise our ambitions to deliver</p>	<p>To facilitate and help Members to create a new Corporate Plan, as a delivery mechanism for the new Hart 2040 Vision</p>	<p>A new Corporate Plan will be created, consulted upon and adopted by the Council</p>	<p>Both</p>
<p>An Efficient and Effective Council Ensuring our Medium Term Financial Strategy is focused on strategic priorities</p>	<p>To ensure the Council and its ambitions are fully funded</p>	<p>Ensure that the Corporate Plan is considered in light of the funding envelope for the current and future years. This will include the implementation of Tier 2 savings and working with Members to help informed decisions being taken on Tier 3 savings.</p>	<p>Both</p>
<p>An Efficient and Effective Council Maximising income opportunities and identifying new opportunities for income generation</p>	<p>Continued implementation of the Commercialisation</p>	<p>Continue to ensure performance against the recently refreshed Commercial and Investment Strategy whilst exploring opportunities for the mid to long term. The objective for the year will be to deliver a further commercial asset along with the completion of negotiations on the potential acquisition of a further 'key worker' residential opportunity.</p> <p>For PH she will continue to work with the other two Directors to develop the Hart Housing Management Company.</p>	<p>Both</p>
<p>An Efficient and Effective Council Continuing to ensure we have an engaged and motivated workforce</p>	<p>Continued development of the organisation to ensure that it is 'fit for the future'</p>	<p>Having regard to the Council's financial position to work on potential Tier 3 savings to ensure that the Council puts in place an effective service delivery model that reflects</p>	<p>Both</p>

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		<p>the resources available to it and the priorities as set out in any new Corporate Plan.</p> <p>Subject to decisions of Cabinet and Council work on behalf of the Council on exploring a strategic partnership approach with another Local Authority and implement other changes such as the Senior Management and Corporate Services restructure.</p>	
<p>A Clean, Green and Safe Environment</p>	<p>Take a corporate lead for Climate Change recognising the cross functional nature of the actions needed across the organisation</p>	<p>Provide guidance on the implementation of the draft Climate Change Action Plan, its resourcing and funding</p>	<p>Both</p>