

## **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 is 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
<b>Planet, People, Place and building a Resilient Council</b>	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
<b>Building a Resilient Council</b>	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
<b>Building a Resilient Council</b>	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 late summer 2023</p>
<b>Building a Resilient Council</b>	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
<b>Building a Resilient Council</b>	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
<b>Building a Resilient Council</b>	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>
<b>Planet, Building a Resilient Council</b>	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
<b>Building a Resilient Council</b>	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 1<sup>st</sup> floor at the Civic Offices along with the relocation of HDC staff to the 3<sup>rd</sup> floor</p>
<b>Building a Resilient Council</b>	Ensure that the Council has in place an Up-to-date Constitution	Working with the Monitoring Officer to review the Council's Constitution