

## **STAFFING COMMITTEE**

**DATE OF MEETING**      **11 FEBRUARY 2021**

**TITLE OF REPORT**      **REVIEW OF CHIEF EXECUTIVES' PERFORMANCE OBJECTIVES AND OBJECTIVE SETTING**

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

### **1**      **PURPOSE OF REPORT**

- 1.1. To review the 2020/21 performance objectives for the Joint Chief Executives and to consider the performance objectives for the Joint Chief Executives for 2021/22.
- 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 objectives as set out in Appendix 1 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 2020 as set out in Appendix 1
- 3.3 In normal years, we would seek to assess performance against those objectives in assessing the achievements made this year
- 3.4 On the 16<sup>th</sup> March, just 24 working days after the objectives were set, the Prime Minister spoke to the country and in the face of the Covid-19 pandemic, told everyone to work from home where possible. This was followed by a formal lockdown which started on the 23<sup>rd</sup> March.
- 3.5 What followed was unprecedented in its challenges and complexity for individuals and organisations, particularly those supporting the response against Covid-19 such as Hart District Council – and the Joint Chief Executives, leading the organisation.

## 4 CONSIDERATIONS

- 4.1 In such circumstances, it would be incongruous to assess performance of the Joint Chief Executives, in the past year against those formally adopted objectives. Rather it would be more useful to consider what they have managed to achieve, and how they achieved it, in light of a continuing pandemic.
- 4.2 On the 16<sup>th</sup> March, the Joint Chief Executives met and agreed that to succeed, they would need to divide the work moving forward. Daryl Phillips took control of ensuring, as far as possible, normal council services would continue unaffected by the pandemic and the need to work remotely. Patricia Hughes took control of the council's response to Covid-19 itself.
- 4.3 Key achievements have included;
- Moving the Council and all council services to agile and remote working with a complete refresh of laptops and launch of Windows 10
  - Facilitating online Committee Meetings and democratic decision making, evolving as the technology progresses
  - Adoption of the Local Plan at the first 'virtual' meeting of the Council just 26 working days after formal lockdown
  - Created, within a matter of days, the Hart Response Hub, to protect and support those shielding and help them with food and medicines as well as loneliness bringing staff from across the organisation to deliver.
  - Ensured all people homeless were 'brought in' and provided hardship payments
  - Installed new applications, equipment and processes to ensure that the Council Offices were safe places of work, as well as safe for our residents to visit.
  - Launched the Edenbrook Bike Track
  - Appointed a new S151 (Head of Corporate Services) and retained the services of the Head of Community (who was due to leave)
  - Delivered a wide range of business grants to businesses struggling due to the economic impact of the crisis as well as increased business support information
  - Dealt with the major fish death at Fleet Pond which occurred due to the weather conditions
  - Insourced HR and Payroll as well as Community Safety Services
  - Increased and sustained regular Covid-19 updates for all Councillors, Parish Councils
  - Increased and sustained weekly updates for staff and monthly Staff Briefings
  - Creation of a forum with Covid Community Co-ordinators to ensure effective communications, and sharing of issues and solutions
  - Began work on Covid-19 Recovery, with the adoption of a Covid-19 Recovery plan by Cabinet and the creation of a 'Community Sounding Board' as well as delivering a District wide Covid questionnaire.
  - Carried out an election canvas and began the implantation of Modern.Gov

- Carried out regular staff surveys to assess for stress and ways to help our staff both physically and mentally as well as commissioning a new Employee Assistance Service.
- Continued all services, as far as possible, for all residents.

4.4 Looking to the future, the picture is currently very uncertain. Whilst the objectives of 2020/2021 still appear as valid as they were, when approved by Staffing Committee in February 2020; it is clear that as we remain in a declared Major Civil Emergency the context within which the Joint Chief Executives are working, has radically changed.

4.5 With this in mind, the recommendation is to 'roll over' the objectives of 2020/2021.

Until such times as the Council is able to return to a level of normality, resources will continue to be abstracted to provide the Covid response, and as such, these objectives will provide the Joint Chief Executives with a framework, or ambition, whilst recognising that circumstances may not permit for their completion.

## **5 FINANCIAL IMPLICATIONS**

5.1 There are no additional costs.

## **6 ACTION**

6.1 To use of the performance objectives for 2020/21, as in Appendix 1, 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 - 2020/21 Joint Chief Executives Proposed Performance Objectives

## Appendix 1 – Joint Chief Executive Performance Objectives 2020/2021

Link to Corporate Plan	Objective	Measure	Lead
<p><b>An Efficient and Effective Council</b> 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>	Both
<p><b>An Efficient and Effective Council</b> 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>	Both
<p><b>An Efficient and Effective Council</b> 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 existing Commercial Strategy whilst exploring opportunities for the mid to long term</p>	Both
<p><b>An Efficient and Effective Council</b> Maximising income opportunities and identifying new opportunities for income generation</p>	<p>Continue to embed opportunities to find efficiencies through commercialization and digitalisation</p>	<p>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)</p>	DP
<p><b>An Efficient and Effective Council</b> 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>	PH
		<p>Skills Gap analysis, leading to a systematic approach to the development of staff</p>	PH

<b>Link to Corporate Plan</b>	<b>Objective</b>	<b>Measure</b>	<b>Lead</b>
		Business re-engineer services to streamline and make them more efficient	DP
		Continue work to enable home or district based working through the use of technology	DP
		Create a strong brand for Hart as an employer	PH
		Improve social capital	PH
		Continue to create a digital and commercial culture in the Council	DP
		Introduce new Committee Services management software	DP
<b>A Clean, Green and Safe Environment</b>	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
<b>Healthy Communities and People</b>	Lead on the delivery of the New Settlement	Continue the exploration of a Garden Community in accordance with the principles adopted by Cabinet	PH
<b>An Efficient and Effective Council</b>	Update the constitution to reflect current best practice	New constitution is introduced that is easy to read and understand	DP
<b>An Efficient and Effective Council</b>	Ensure democratic process.	Deliver District /Parish Council, and the Police and Crime Commissioner elections in May and, the potential Crondall and Crookham Village Neighbourhood Plan referendums.	
<b>A Thriving Economy</b>	Improve partnership working with (but	Ensure an ongoing effective dialogue that	Both

Link to Corporate Plan	Objective	Measure	Lead
Working in partnership with Town and Parish Councils, Enterprise M3 LEP, Hart Community Covenant	not exclusive to) Parish and Town Councils, the Military, major employers in the district	can ensure issues or concerns can be highlighted at the earliest stages and in so doing, help our communities and economy.	
Monitor and work with businesses and communities to mitigate any impact of Brexit and enable opportunities through this process	To help our business communities capture opportunities and mitigate impacts	Build on the economic development work of the council to support businesses	PH