

## **Staffing Committee**

**Date Of Meeting: 24 April 2024**

**Title Of Report: Chief Executives' Objective Setting For 2024/25**

**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, 2024/25. The objectives are used as a basis of evaluation of the Chief Executives' performance.

### **Recommendation**

2. The 2024/25 objectives for the Chief Executive, as set out in Appendix 1, will be confirmed subject to the staffing committee's comments.

### **Background**

3. The Chief Executive holds a pivotal role in the Council's corporate leadership and is responsible for contributing towards achieving all corporate goals. This responsibility is acknowledged in their job description. The Chief Executive is required to exercise leadership in the successful execution of the following objectives to ensure:
  - a. Effective delivery of the corporate plan and other strategic objectives of the Council.
  - b. Delivery of the Council's overall planning and budgetary processes into management action.
  - c. Clear definition and measurement of service delivery standards and objectives.
  - d. Maintenance of effective financial and human resource strategies that support the Council's corporate strategy and enable meeting legislative and other demands.
  - e. Effective internal and external communication to ensure all staff work towards the council's aims, objectives, and values and to promote awareness within the community of Council services and achievements.
  - f. Directly manage senior officers and other staff, as appropriate, to ensure the effective implementation of Council policies.
  - g. Continuous service improvement, exceeding the expectations of residents, customers, and stakeholders
4. The day-to-day operational services and priorities are outlined in Service Plans, which are managed by the respective Directors. Overview & Scrutiny Committee carefully scrutinises the delivery of these plans. Therefore, the Chief Executive's objectives do not duplicate the delivery and priorities of individual Service Plans.

### **Considerations**

5. The focus of the previous 2023/24 year was to make the Council more resilient. The objectives set for the year have been successfully achieved, as shown in

Appendix 2. Staff satisfaction levels have increased, there have been improvements in shared service delivery, and IT and Customer relations have been brought back to the Council successfully. Farnborough College of Technology (FCoT) has been introduced on the 1st floor, and the Hart staff have been relocated onto the 3rd floor, which was designed based on staff consultation and is a pleasing office environment. Moreover, a balanced budget for 2024/25 has been set, which includes a sufficient training budget and additional resource funding to support service delivery. These resources have been allocated to reflect service needs and issues raised in the management review and salary benchmarking exercises reported to the Staffing Committee in October 2023. However, there are a couple of matters that need to be carried forward into the proposed 2024/25 objectives such as exploring the possible opportunity to purchase a further residential affordable home/commercial opportunity, and the refresh of the Constitution.

6. The proposed objectives for 2024/25 aim to continue building a resilient council. Given the uncertainty surrounding the direction a newly elected government may choose to take, it is important to ensure that the council itself is prepared to face any challenges that may arise in a difficult national environmental, economic, and financial climate.

### **Finance And Resource Issues**

7. This report does not have any direct financial implications. If the proposed objectives are agreed upon, they will be supported by the 2024/25 budget. However, it's important to keep in mind that the Council's ambitions are limited by the finite capacity of its Chief Executives, Executive Directors, and staff in general. This capacity has significantly reduced over the past two years. As a result, the Council must continually recognise this and adjust its ambitions and expectations accordingly.

### **Equalities Implications**

8. This report's recommendations should not impact any of the protected characteristics set out in the equalities legislation.

### **Action**

9. To use of the objectives for 2024/25, as set out in Appendix 2, as a benchmark for the appraisal of the Chief Executive during the coming year.

**David Neighbour**  
**Leader of the Council**

### **Background Papers**

None

### **Appendices**

Appendix 1 – Proposed Objectives for the Chief Executive for 2024/2025  
Appendix 2 – Outcome for the Chief Executive for 2023/2024

## Appendix 1 – Proposed Objectives for the Chief Executives for 2024/2025

These are specific objectives 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.	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>Planet, People, Place and building a Resilient Council</b>	<p>Maintain effective working relationships with external partners and stakeholders both within Hart and more widely across Hampshire to support achieving the council's ambitions.</p> <p>Collaborating with neighbouring District Councils to promote North Hampshire's potential, its development goals, and the measures required to address housing, economic, and infrastructure challenges. The objective is to strengthen each authority's position to facilitate economic growth</p>	<p>External partners and stakeholders are engaged and understand/support the council's and the North Hampshire area's ambitions.</p> <p>Improve the profile and reputation of the Council.</p>
<b>Building a Resilient Council</b>	Demonstrate behaviour that reinforces council's values, drives high performance, and delivers service outcomes, ensuring effective leadership of the senior leadership team (SLT) and internal operations.	Implement service structure changes to increase efficiency and effectiveness accords Services, display leadership behaviour to motivate and empower staff, and maintain high visibility across the council.
<b>Building a Resilient Council</b>	Review the Council's arrangements for service delivery to include	Cabinet has agreed that a project options brief should be brought to Cabinet in June/July 2024, and that subject to any decision reached by Cabinet has asked for a costed options appraisal to be considered by Cabinet in Autumn 2024

Link to Corporate Plan	Objective	Action
	<ul style="list-style-type: none"> <li>Leading the response to O&amp;S T&amp;FG's recommendations on fly-tipping</li> <li>Providing clarity to officers over the nature of shared services and Hart's management arrangements</li> </ul>	<p>Shared service deeds for Licensing and Legal services will be refreshed in summer 2024. The new agreement will require a clear management structure to support service delivery.</p>
<b>Building a Resilient Council</b>	<p>Develop a 2024 action plan to address the staff-related issues raised in the 2023 annual Staff Survey</p>	<p>The 2023 Annual Staff Survey findings have been shared with staff and Staffing Committee. The objective is to ensure that the annual Action Plan is created in consultation with staff, with implementation shared with Staff quarterly</p>
<b>Building a Resilient Council</b>	<p>Through the continuation of annual appraisals, encourage all staff to review their goals and achievements regularly and to maintain a personal development plan</p>	<p>Encourage all staff, through the performance appraisal system, to review their goals and achievements regularly and to maintain a personal development plan.</p> <p>Ensure that all Staff have access to a comprehensive suite of e-learning opportunities.</p> <p>Ensure that all staff are supported in managing their workloads.</p>
<b>Building a Resilient Council</b>	<p>Maximizing income opportunities and identifying new opportunities for income generation</p>	<p>Completion of negotiations on the potential acquisition of a further 'key worker' residential opportunity</p> <p>Review the opportunities to seek more effective use and value from vacant floor spaces within the Council Offices.</p>
<b>Building a Resilient Council</b>	<p>Ensure that the Council has in place an Up-to-date Constitution</p>	<p>Working with the Monitoring Officer to agree a new Council Constitution.</p>

## Appendix 2 – Chief Executive Objectives 2023/24 Outcomes

Link to Corporate Plan	Objective	Action	2023/24 Outcome
<p><b>Planet, People, Place and building a Resilient Council</b></p>	<p>To facilitate the implementation of the new Corporate Plan 2023-2027, as a delivery mechanism for the Hart 2040 Vision</p>	<p>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</p>	<p>A review was carried out, and the Service Plans for both 2023/24 and 2024/25 were reviewed, and the Cabinet agreed upon all.</p> <p>All relevant Cabinet reports presented to the Cabinet now reference the Corporate Plan.</p>
<p><b>Building a Resilient Council</b></p>	<p>To explore possible arrangements for a 'County deal'</p>	<p>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.</p>	<p>Following an unsuccessful Devolution bid, the Country Council has suspended further discussions.</p>

<p><b>Building a Resilient Council</b></p>	<p>Review the Council's organisational structure to ensure that it is efficient, effective and 'fit for purpose'</p>	<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>External Consultant (Mike Gates) assessed on behalf of the Chief Executive.</p> <p>South East Employers carried out pay and conditions bench marking exercise.</p> <p>Findings were reported to the Staffing Committee in October 2023, and action was taken to increase resources in the budget-setting process.</p>
		<p>A report to be prepared for Staffing Committee, Cabinet and Council in early autumn 2023</p>	

<p><b>Building a Resilient Council</b></p>	<p>Develop further an action plan to address staff related issues raised in the annual Staff Survey</p>	<p>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</p>	<p>The action plan was successfully implemented, and increased staff satisfaction was recorded in the subsequent 2023 Staff Survey.</p> <p>Finding were shared with both Staff and the Staffing Committee.</p>
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<p><b>Building a Resilient Council</b></p>	<p>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</p>	<p>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</p>	<p>New training arrangements have been made, and the Council's budget for 2024/35 has adequate funds available to deliver all requested training needs.</p> <p>Closer monitoring of staff 1-2-1s is now in place (clarity is being given about what a 1-2-1 is), and full recoding of PDRs is now in place. The Staff Survey Action Plan for 2024/25 will address this.</p>
<p><b>Building a Resilient Council</b></p>	<p>Reviewing current shared and outsourced services to ensure that they are effective</p>	<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>Shared Licensing and Legal services with BDBC have been reviewed. New deeds are now being drafted to address previous issues, but the findings show that BDBC</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>and HDC contract managers are appropriately managing these services.</p> <p>Building Control hosted by Rushmoor is working extremely well.</p>
		<p>Develop the strategic partnership approach between Hart and Rushmoor as agreed in June 2022</p>	<p>IT and Customer relations success brought back from Capita.</p> <p>Discussions ongoing with BDBC to unpick Contact Centre</p>
<p><b>Building a Resilient Council</b></p>	<p>Develop the Commercial Strategy and present options to maximise income and improve financial management and control'</p>	<p>Completion of negotiations on the potential acquisition of a further 'key worker' residential opportunity</p>	<p>Planning permission was only recently granted for the development related to this new opportunity, which has delayed the ability to enter into discussions.</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>	<p>FCoT successfully accommodated on the 1<sup>st</sup> floor.</p> <p>HDC staff all collocated onto the 3<sup>rd</sup> floor.</p>

<p><b>Building a Resilient Council</b></p>	<p>Effective leadership for a council-wide cost saving and efficiency programme in support of the MTFS which enables a balanced budget and targets resources to Corporate Plan priorities'</p>	<p>On-going and to be reflected in 2024/25 budget setting.</p>	<p>A balanced budget for 2024/25 is set, with funding for Corporate Plan priorities identified.</p>
<p><b>Building a Resilient Council</b></p>	<p>Ensure that the Council has in place an Up-to-date Constitution</p>	<p>Working with the Monitoring Officer to review the Council's Constitution</p>	<p>The existing Constitution has been 'tidied up' so that it is fit for purposes. However, no resources available to re-write the Constitution.</p>