



NOTICE OF MEETING

Meeting:	Overview and Scrutiny Committee
Date and Time:	Tuesday, 16 March 2010 at 7.00 pm
Place:	Civic Offices, Fleet
Telephone Enquiries to:	01252 774141 (Mrs G Chapman) gill.chapman@hart.gov.uk
Members:	Neighbour (Chairman), Axaam, Butler C, Davies, Gotel, Haffey, Healey, Hunt, Murr, Radley JE, Street

G Bonner
Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

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AND BRAILLE ON REQUEST**

I MINUTES

The minutes of the meeting of 16 February 2010 are attached to be confirmed and signed as a correct record. **Paper A**

2 APOLOGIES FOR ABSENCE

3 CHAIRMAN'S ANNOUNCEMENTS

4 DECLARATIONS OF INTEREST (PERSONAL AND PERSONAL AND PREJUDICIAL)

5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

6 JOINT WORKING IN WASTE: FUTURE DELIVERY OF WASTE MANAGEMENT, STREET CLEANING AND GROUNDS MAINTENANCE

To update Members on the progress of the procurement of a joint contract with Basingstoke and Deane Borough Council for the collection of refuse and recycling, and to seek members' views on the preferred approach to the procurement procedure, the revised timetable, contracting options and contract structure. **Paper B**

RECOMMENDATION

That the following be agreed to:

- 1 the use of a restricted procurement process
- 2 the revised programme as set out in Appendix I of the report
- 3 the potential to include an option for healthcare waste, bulky waste collection and customer interface within the tender
- 4 the option to structure the contract in such a way as to enable other councils to join in the future.

7 WORKFORCE STRATEGY

To seek comments from Overview and Scrutiny Committee on the Workforce Strategy before it is formally adopted by Cabinet in April. **Paper C**

RECOMMENDATION

That the Strategy and Action Plan is debated and feedback provided to Officers.

8 CRIME AND DISORDER

- 1 Baseline Information – Previously Circulated
 - Priorities for Community Safety Partnership
 - Action Plan for Partnership
 - Table showing what makes up the membership of the partnership
 - Performance and Crime statistics (year to date) as reported to LSP
- 2 Presentation from Councillor Adrian Collett (Hampshire County Council) on the work of the Police Authority
- 3 Strategic Assessment of Community Safety Partnership.
- 4 Chief Inspector Sarah Jackson to report on performance and statistics.
- 5 Community Safety Partnership - Draft Action Plan and forward planning for the coming year.

9 CABINET WORK PROGRAMME

The Cabinet Work Programme is attached for information. **Paper D**

10 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme is attached for consideration and amendment. **Paper E**

Date of Despatch: 9 March 2010

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2010

TITLE OF REPORT: **JOINT WORKING : FUTURE DELIVERY OF WASTE MANAGEMENT, STREET CLEANING AND GROUNDS MAINTENANCE**

Report of: Corporate Director

Cabinet member: Councillor Stephen Parker, Environment

1. PURPOSE OF REPORT

- 1.1 This report updates Members on the progress of the procurement of a joint contract with Basingstoke and Deane Borough Council for the collection of refuse and recycling
- 1.2 It seeks also member's views on the preferred approach to the procurement procedure, the revised timetable, contracting options and contract structure.

2. OFFICER RECOMMENDATION

- 2.1 It is recommended that Overview and Scrutiny Committee agrees to:
- the use of a restricted procurement process
 - the revised programme as set out in Appendix I of the report
 - the potential to include an option for healthcare waste, bulky waste collection and customer interface within the tender
 - the option to structure the contract in such a way as to enable other councils to join in the future.

3. BACKGROUND

- 3.1 The District Council's waste and street cleaning services are currently provided in-house, whilst the grounds maintenance service is contracted out to Continental Landscape until September 2011.
- 3.2 In 2007 a feasibility study was undertaken to provide a joint refuse and recycling collection service for Basingstoke and Deane, East Hampshire, Hart, Havant, Portsmouth and Winchester. In 2008, the six original partners were joined by Test Valley and the scope was widened to include grounds maintenance and street cleaning.
- 3.3 A report was submitted to Overview and Scrutiny Committee in May 2009 which presented the business case for joint working on waste, street cleaning and grounds maintenance across the 7 Hampshire authorities. It also examined the financial, HR and legal implications for Hart DC. The paper concluded with a "plan B" option should the 7 authorities contract not come to fruition. This was to procure a joint contract with Basingstoke and Deane.

The 7 option did not come to fruition and in November 2009 Overview and Scrutiny Committee made the following recommendation to Cabinet:

- To proceed with a joint contract with Basingstoke and Deane Borough Council for waste and recycling collection, utilising the procurement route set out in the report.
- To explore the option of a joint in- house team with Basingstoke and Deane Borough Council for Street Cleansing Services.
- To explore options for Grounds Maintenance provision as detailed in the report.
- That communications with other authorities be kept open.

The above recommendation was resolved by Cabinet in December 2009.

The remainder of this paper will now update Overview and Scrutiny Committee on joint working project is progressing.

4. SOFT MARKET TESTING

- 4.1 A joint officer working group has been set up with Basingstoke and Deane. In mid January 2010 the joint officer working group, assisted by Enviros (consultants to WRAP) carried out a “soft market testing” exercise to gauge the markets receptiveness to the proposals being considered by both authorities. This involved meeting with seven contractors, to identify their preferences relating to joint contractual arrangements for waste collection services.

The key messages from the market testing suggested that:

- the contract(s) will be a prime target;
- contractors are not put off by having to price various options;
- contractors are happy with various approaches to procurement; and
- there was a general preference for a contract length of 7 years (linked to the vehicle replacement cycle) with the opportunity for a seven year extension.

5. DECISIONS FOR HART DISTRICT COUNCIL

5.1 Procurement Procedure

There are two main approaches to procuring a contract for the collection of waste and recycling. These approaches have been the subject of research and discussion during the soft market testing phase of this project.

Restricted procedure – this is quicker than competitive dialogue, incurs less costs for all parties involved and less external consultancy support is required (therefore less cost). In addition, the procedure is well established and both the councils and contractors have a full understanding of it, with standard documentation being available for use at all stages.

The need for the council to clearly specify its requirements gives certainty to contractors at the outset of the process. This results in a shorter procurement timetable than a competitive dialogue process.

Although the process does not allow for negotiation with contractors, there is still the opportunity to allow variant bids to be submitted and for clarifications to be sought where appropriate.

Competitive dialogue is generally recognised as taking longer and requiring more resources, but it provides more flexibility to resolve outstanding issues, and is most appropriate if key requirements are unclear at the outset and/or there is technical complexity.

In summary therefore, providing the councils involved are able to be clear regarding their requirements, there would be significant advantages to using the restricted procedure.

- 5.1.2 For Hart, the majority of the services are able to be defined, as there are no proposed changes to the current service provision. The key uncertainties for Hart at present concern their depot and their current vehicle maintenance contract; however these could also be defined to enable contractors to provide required priced options. However, a pricing methodology must adopted to account for future changes to service, for example, the collection of kitchen waste.,
- 5.1.3 For a joint procurement the issues remain the same as identified for each individual authority. Officers believe these can be resolved and that there are no additional technically complex issues that would prevent use of the restricted procedure and require competitive dialogue to resolve. It is therefore proposed that the restricted procedure is used to procure the contract.

5.2 Procurement Timetable

- 5.2.1 An outline procurement programme was attached to the previous report submitted to Overview and Scrutiny in November 2009. . This showed a start to the new contract on 1 October 2011. Since the December report, the results of the soft market testing combined with further consideration of the best procurement route and a more detailed look at the programme, has led to a revised proposed procurement timetable as shown at Appendix I. This shows in more detail the decision making stages of both BDBC and Hart based on the restricted procurement process.
- 5.2.2 Assuming a six month mobilisation period, which could vary, a start to the contract is now anticipated as 1 November 2011. This would represent a one month delay on the previous programme. However, until the mobilisation period for the new contract is confirmed, following award of contract, there is no need at this time to seek a further extension of Veolia's contract.
- 5.2.3 It is therefore proposed that the programme attached at Appendix I be adopted to guide the way forward.

5.3 Pricing Options

- 5.3.1 It is proposed that the procurement procedure will require contractors to provide not only a joint price for working together, but also separate prices for each authority. Each authority will therefore be able to be clear regarding the advantages which a joint contract might offer. In addition such an approach would provide a fall back position if the joint partnership does not proceed for any reason.
- 5.3.2 Under the joint contract route, the two authorities will have to agree on a single contractor that provides the best value for money for both authorities as opposed to individually selecting the contractor each might prefer in terms of cost and service provision.
- 5.3.3 In the event that the partnership proposal does not proceed and the authorities have different contractors, this contractual outcome could still potentially be managed by a joint client team (see 5.13).

5.4 Peripheral Services

5.4.1 (a) Healthcare Waste

Currently both Hart and BDBC collect Healthcare waste from their residents. Referrals are received by the respective authorities and collections are arranged and carried out by the in-house teams at both Councils. Currently BDBC have approximately 450 customers, whilst Hart only have Hart 30. Officers are currently investigating to see if there are savings to be made by joining the two in-house services. However, in order to benchmark the cost of this in-house service it would be possible to include an option within the tender requirements to provide this service on behalf of both authorities. The full range of pros and cons of both approaches could then be considered and an informed decision made as to whether or not this should be provided in-house or by a contractor.

(b) Bulky Household Waste

Currently both BDBC and Hart collect bulky household waste from their residents for which each authority applies a charge. At present both authorities provide the service in-house. As for healthcare waste, it would be also possible to benchmark the cost of this service by including an option within the tender requirements to provide this service on behalf of both authorities.

- 5.4.2 Due to the complexity of the 7 way joint working proposal, it was proposed under that project that customer interface would remain the responsibility of the individual authority.
- 5.4.3 During the soft market testing exercise undertaken by Hart and Basingstoke and Deane, several contractors mentioned the possibility of dealing with customer interface on behalf of the two authorities. This would mean the transfer of customer contact regarding waste related issues from the in-house contact centre at Basingstoke and Deane to the successful contractor. Escalations and complaints which are currently dealt with by the in-house waste team could also be dealt with by the contractor, rather than by the joint client team.

5.4.4 Members are asked to comment on whether contractors should be asked to provide a price for handling customer interface on behalf of the two authorities and Hart individually under the individual contract option.

6. OPTION FOR OTHER AUTHORITIES TO JOIN CONTRACT

The possibility of including an option for other councils to join the contract in the future is being explored further. This would need to be via a framework structure. While this may be an attractive option, officers' current view is that this should only be pursued if it is not at the expense of being able to use the restricted procurement process in accordance with the proposed revised timetable.

7. JOINT COST SHARING MECHANISM

Work still has to be undertaken, prior to the invitation to tender, on the cost sharing mechanism/principles. The contractors will be asked to show how their costs have been allocated between the authorities under the joint working option. This will provide a good foundation for the two authorities to discuss cost apportionment.

8. CLIENT MANAGEMENT

At this stage it is not possible to predict with accuracy what operational savings might arise from a joint contract. However, merging the client teams of both authorities will achieve savings.

9. STAFFING AND TUPE IMPLICATIONS

Hart's waste collection service is currently carried out by an in-house team and the operatives would be TUPE transferred to the winning contractor. Informal consultation with the trade union, Unison, has already commenced. Unison has requested that all contractors who are invited to tender have admitted body status. Officers are currently investigating the feasibility of this.

10. STREET CLEANING AND GROUNDS MAINTENANCE

A meeting is to be held between senior officers to begin progressing this aspect of the project. The outcome of this will be reported to members at future Overview and Scrutiny meetings.

CONTACT **Emma Broom, Corporate Director, 01252 774450.**

Appendix I: Revised Procurement Schedule

Restricted Procedure																							
Task description	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
Identify Internal/External Support requirements																							
Establish Project Team - agree terms of reference, project plan & risk register																							
Appoint specialist advisor/consultant																							
Determine Contract Requirements:																							
~ inclusion / exclusion of peripheral services																							
~ review specifications and harmonise provisions																							
~ customer interface																							
~ performance / default regime																							
~ tender evaluation criteria																							
Development of Tender Documents																							
~ collate service data, eg, list of streets, tonnages, TUPE information																							
~ scope requirements for Hart depot																							
~ set up electronic data room / e-tendering tool																							
~ draft specifications																							
~ draft contract terms and conditions																							
~ specialist advisor/consultancy input																							
Present update to Single Issue Member Panel - BDBC																							
Hart Overview and Scrutiny																							
Present update to Gateway Review Panel - BDBC																							
Progress report to Housing and Environment OSCOM - BDBC																							
Hart Overview and Scrutiny																							
Report to Cabinet for approval - BDBC																							
Hart Report to Cabinet																							
Prepare OJEU & PQQ																							
Submission of OJEU																							
Participant Preparation and Submission of Completed PQQs																							
PQQ Evaluation																							
Preparation of Tenders by Contractors																							
Submission of Final Tender																							
Evaluation of Final Tender Submissions																							
Presentations by short listed Contractors																							
Post presentation - clarification and evaluation																							
Present tender results & recommendations to Gateway Review Panel - BDBC																							
Present tender results & recommendations to Single Issue Member Panel - BDBC																							
Report to Housing and Environment OSCOM - BDBC																							
Hart Overview and Scrutiny																							
Report to Cabinet - BDBC																							
Report to Cabinet Hart																							
Call-in & Standstill Period																							
Contract Award																							
Mobilisation																							

Authority and/or advisor time input

Authority decision making process

Participant time input

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 MARCH 2010

TITLE OF REPORT: WORKFORCE STRATEGY

Report of: Chief Executive

Cabinet Member: Councillor Ken Crookes, Leader of the Council

1. PURPOSE OF REPORT

1.1 To seek comments from Overview and Scrutiny Committee on the Workforce Strategy before it is formally adopted by Cabinet in April.

2. RECOMMENDATION

2.1 That the Committee debates the Strategy in Appendix A and the Action Plan in Appendix B and provides feedback to Officers.

3. BACKGROUND

3.1 The Council has acknowledged it needs to produce an updated Workforce Strategy, setting out how it proposes to recruit and retain staff to enable it to meet its ongoing service obligations in future.

3.2 The new proposed Workforce Strategy is attached as Appendix A. The draft was endorsed by Cabinet on 14 of January and was used as a basis for consultation with staff and the trade union.

4. FEEDBACK FROM STAFF

4.1 The Unison Regional Branch did not have any comments on the document. However, a number of responses were received from staff. A summary is shown below:

“This seems forward thinking and could be a useful motivational tool”

“I'm keen to develop my skills and welcome the idea that different methods of training are sought”.

“Could there be the possibility of work-shadowing as a method of increasing skills?”

“I like the approach taken by the draft, it's realistic given the council's position that it aims for the 'right' rather than the say the 'best' workforce and yet is positive about looking forward”.

“I like the concept of job analysis and profiling, I think this would help visualise links where the roles people do fit with the corporate aims and focus work done on the corporate vision”

“I've benefited greatly from what I feel has been a great approach in this department towards its workforce, it has given exactly the opportunities the strategy aims for in terms of motivating, giving responsibility and flexibility, secondments and stepping stones, developing skills etc. I hope that whilst being a forward looking strategy, it will demonstrate what Hart's achieved already in this field”

“I wouldn't agree that Hart does not have the same career advancement opportunities as larger employers, I would say that there are pretty much the same opportunities here as there are at other larger, better resourced Councils. I would also say that more resources is not always better, a smaller number of employees can be an advantage and a means of attracting people. At Hart, the small team means that I have lots of opportunities to work on things that I was not able to at a larger Authority, which is what attracted me to work here”

The strategy has been adapted to take account of the comments from staff. The issues identified will also be considered as the action plan is implemented.

5. FINANCIAL IMPLICATIONS

- 5.1** There are no direct financial implications arising from the strategy. The action plan will be delivered in conjunction with Capita, using our allotted day for strategic HR projects. There will not be an additional cost to the Council. The projects have been put in the Capita HR work programme and will be implemented as per the timescales identified in the Action Plan, which is attached as Appendix B.

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Appendix A – Workforce Strategy

Appendix B – Workforce Strategy Action Plan

HART DISTRICT COUNCIL

WORKFORCE STRATEGY – CONSULTATION DRAFT

I. INTRODUCTION

1. People are by far the biggest single resource of Hart District Council. Our workforce delivers the services we provide to our residents, they provide our main means of communication with residents, and they translate the Council's policy objective into practical action.
- 1.2 This Workforce Strategy sets out how the Council will go about recruiting, retaining and developing the employees it needs to serve the people of the district, both now and in the future.

2. AIM, OBJECTIVES AND VALUES OF THE STRATEGY

- 2.1 The council's overriding **Aim** in this strategy is to ensure it meets its future workforce needs as efficiently and effectively as possible, in order to serve the people of the district.
- 2.2 To achieve this Aim, the council's **Objectives** are to recruit and retain:

The right people – the council will seek to employ people who:-

- have energy and enthusiasm and a passion for their work, are keen, eager to serve, wanting to improve their own skills and abilities
- look for change, actively seek improvements, put forward their own ideas and implement them
- are aware of their own performance, monitor it, actively seek improvements, and develop their own ways of improving performance
- want to know and understand the people they serve, who actively seek contact with those people and to use this information to serve them better
- see their role as helping and serving their customers and clients, not controlling or constraining them
- see their work in a broader context, who look for links and synergies with other employees, who are willing to compromise their own interests in search of the wider goal
- actively consult with other employees before taking action, and positively respond to consultation approaches from other employees, seeking win: win results
- actively seek partnerships, who welcome working with other organisations to achieve broader goals
- seek results, who recognize that achievements are more important than intentions, who don't confuse process with outcomes
- unlock their own potential and that of other employees, who develop organisational skills and abilities, and who maintain morale whilst achieving results

2.3 **With the right skills** – the council needs a range of skills, such as:-

- Professional and technical knowledge and expertise across a wide range of fields
- Managerial skills
- Skills in dealing with people, whether as citizens, customers, complainants or employees
- Skills in knowledge management and information technology

The council will help its employees develop their skills, both those directly related to their work and more generally. It will provide opportunities for training and development and the acquisition of experience.

2.4 **And the right motivation** – the council wants its employees to be well motivated and have high morale. The council and its employees face a challenging and uncertain future, with only limited resources. However, the future also offers opportunities, both to individuals and the organisation as a whole, and the council will do its best to motivate its employees to realise those opportunities. It will do this by measures such as:-

- Engaging with all employees to set clear directions and targets for their work with clear links to the council's strategic objectives
- Allowing employees flexibility in their work so that they can find their own preferred ways of meeting their work targets
- Treating employees fairly, honestly and with dignity and respect
- Helping and supporting employees in developing their careers, whether within Hart or elsewhere
- Recognising that employees have a life outside work and helping them achieve an appropriate work/life balance
- Adopting clear and fair employment practices and procedures
- Being open and honest in communication with employees
- Respecting and promoting health and safe working practices

2.5 In doing these things the council will also be true to its core **Values** of being:-

- Efficient
- Communicative and Consultative
- Honest
- Open

SUMMARY OF THE STRATEGY

AIM

To ensure the council meets its future workforce needs as efficiently and effectively as possible, in order to serve the people of the district.

OBJECTIVES

1. To recruit and retain the **right people**
2. With the **right skills**
3. And the **right motivation**

VALUES

In doing these things the council will be true to its core values of being:-

Efficient
Communicative and Consultative
Honest
Open

MAIN ELEMENTS OF STRATEGY

1. Attractiveness as an employer
2. Flexibility in employment practices
3. Developing skills and abilities
4. Building partnerships and shared service provision
5. Tackling poor performance
6. Engaging and involving employees
7. Fairness, equality, openness and honesty

3. CONTEXT

- 3.1 Meeting the objectives will not be easy. Hart is a small council, with limited resources, which can restrict our attractiveness to potential employees, and also makes it hard to retain employees for the future. We do not have the resources to pay high salaries, and cannot offer the same career advancement opportunities or scope for developing specialised skills, as a larger employer. However, working in a smaller Authority can create opportunities. As there are less people, staff do get the opportunity to work on a wider range of projects and undertake more varied tasks.
- 3.2 Our small size also makes it difficult to plan to meet our future employee needs. A large council, employing many employees with a particular professional discipline, can make reasonably reliable forecasts about how many of those employees will leave over a period of time and thus what steps they need to take to obtain replacements. In many cases, we have only one or two employees with a particular professional skill; those employees may leave us tomorrow, or may stay for 20 years. Our ability to forecast and plan our future employment needs is therefore very constrained.
- 3.3 The Council also does not always enjoy a good reputation as an employer. Hart has not generally had a high profile in local government over recent years, and is not able to point to the sorts of innovative action which often attracts potential recruits. Whilst the council intends to be innovative in future, its track record in this respect is relatively limited, which lessens its appeal to potential recruits. Similarly, with uncertainty of future employment prospects at Hart, existing employees are more likely to be tempted away by more secure and potentially more lucrative jobs elsewhere.
- 3.4 Over the last 2 or 3 years the council has undergone some major changes, with services being outsourced and financial constraints forcing economies to be made. Whilst many employees have risen well to this challenge, for others their morale and motivation has been damaged. The council needs to find ways of rebuilding both morale and motivation to make best use of the resources it still has.
- 3.5 At the same time, the council needs to tackle issues of poor performance amongst some employees. This is not always a question of lack of will or motivation by the employees themselves (although it can be); the council needs to improve its training and development activity to unlock the potential that under performing employees offer. It also needs to tackle deliberate or wilful under performance more vigorously; potentially good employees are often de-motivated when they see colleagues under performing without any corrective action being taken by the employer.
- 3.6 For some years the Council has been accredited under the Investors in People (IIP) standard. This accreditation is currently due for renewal. While IIP has been useful in focusing some of the council's human resources work, it is felt that it no longer provides the constructive challenge to this work required by the changing environment in which the council operates. The council would welcome suggestions for alternative accreditation standards it could consider to replace IIP.

4. STRATEGY

- 4.1 The task for the workforce strategy is therefore to find ways of meeting the council's aim and objectives, taking into account the constraints of the context in which the council is working. There are seven main elements to this strategy:
- 4.2 **Flexibility** – the council cannot accurately predict its future workforce needs, nor how easily it will be able to retain existing members of employees, or recruit replacements at any particular point in time. It therefore needs to be as flexible as possible in its employment practices, to ensure that as and when a workforce need arises, it can respond quickly and effectively to that need. The council will therefore adopt employment practices to give it such flexibility, including (for example) streamline procedures for filling vacant posts, the use of temporary or agency employees to fill an immediate need, encouragement to more junior employees to act up into more senior positions, the development of skills amongst the employees to enable them to help plug any gaps which may occur at short notice, the “borrowing” or secondment of employees from neighbouring councils, and so on. The emphasis here will therefore be to enable the council to continue to maintain service to the public, until more permanent arrangements can be put in place.

Actions:

- Review the Council's Recruitment and Selection policy and procedures to improve efficiency and clarity of process
- Review the Job Evaluation system to reflect the Council's flexible needs
- Undertaking internal Job analysis and profiling for a new and existing positions. Job analysis involves understanding not only the content of a job but also the job's purpose, the outputs, skills and attributes required by the job holder and how it fits into the organisation's structure. The analysis forms the basis of a job description and person specification/job profile. Part of the job profile will include what the job may lead to in terms of career development.
- Undertaking external job analysis and profiling with other Councils through the use of the HR managers network.
- For junior staff, set stretching, project or developmental objectives within the PDR process, supported by relevant learning and development

- 4.3 **Attractiveness** – given its difficulties in attracting and retaining employees, the council needs to do everything it can to make itself more attractive to existing and potential employees. This requires a close understanding of the needs of employees, and developing adaptable employment practices to help ensure that both the employee's and council's needs can be met. Possible means of doing this include:
- Offering flexible working hours, home working, part-time working, so that the personal or social needs of employees can be better accommodated. This might facilitate, for example, the employment of people with childcare responsibilities, or those with disabilities, who might otherwise struggle to find employment suitable to their needs.

- People seeking to develop their careers, looking to gain additional professional experience, obtain qualifications, etc. The council may be able to offer such people a level of responsibility or developmental support that they might not gain from larger employers at this stage in their careers.
- Engaging people looking to use the council as a stepping stone in their career, gaining experience before moving on to a more senior job elsewhere. Part of Hart’s attractiveness to such people could be to actively facilitate the development of their responsibility and marketable skills, making use of their energy and enthusiasm whilst recognising they will not have a long term future with the council.
- Seeking to make work as interesting and varied as possible, to attract and retain employees for whom job satisfaction and variety are important considerations. The council may be able to appeal, for example, to people who have semi retired from a more senior job, or who now have parental responsibilities, but still want to retain active employment.
- Seeking to appeal to people committed to the area, who are looking not just for employment but to contribute towards their local community.

In all these cases the council needs to recognise that the employment contract is a two way process – both the council and the employee have expectations of each other, and by explicitly seeking to meet the employee’s expectations the council can improve its own attractiveness to them.

Actions:

- Review the Flexible Working policy
- Review the Remote working policy
- Produce a leaflet for the recruitment pack to sell the benefits of working for the Council including career and development opportunities and the internal communications process
- As part of job profiles identify what the individual might be expected to gain from the job in terms of future career opportunities
- Review and implement new Corporate Induction programme

4.4 **Developing skills and abilities** – the council should develop an expectation that it will support employees seeking to develop their own skills and abilities, and actively encourage them to do so. This may take the form of traditional “training”, but the council’s resources are limited in this respect and so other, more informal ways of developing would be appropriate as well. This could include, for example, shadowing, acting up into higher roles, deliberately broadening an employee’s range of experience, facilitating access to external training and development opportunities, (eg, basic literacy skills, evening classes, distance learning). Clearly there is an advantage to the council if such encouraged – for example language skills. The council should recognise that it too benefits from its employee’s development and to seek to encourage and facilitate this wherever possible.

Actions:

- Conduct a skills audit
- Conduct a skills gap analysis linking to priorities of the Council
- Effectively communicate this analysis
- Produce an annual development plan (not just training)
- Implement the annual development plan
- Consider alternatives to Investors in People (IIP) accreditation

- 4.5 **Building partnerships and shared service provision** – working with other councils and partners offers opportunities to both make limited employees resources go further, but also develop better understanding with the partner organisations. For the employee, shared service provision offers access to a larger pool of work, facilitating development of specialist skills and offering potential promotion opportunities, as well as broadening experience.

Actions:

- Continue to look for opportunities for partnership and shared provision linking opportunities for individuals to the PDR process (stretching and developmental objectives)

- 4.6 **Tackling poor performance** – many managers find it difficult to actively tackle poor performance by employees. The council needs to develop its skills in this respect, for the good not just of the council as employer but for the employees themselves. Poor performance is not necessarily due to lack of ability or will; it may occur for a number of reasons to do with poor training, poor systems, low expectations, unclear instructions, etc. The council needs to develop the skills of managers in identifying and tackling poor performance, and in facilitating improved performance wherever possible.

Actions:

- Review the PDR system
- Develop skills in managers to set meaningful objectives which are weighted in importance
- Review pay progression process for all staff, including those on top of scale, moving towards rewarding performance

- 4.7 **Engagement and involvement of employees** – people respond best, and show the highest morale, when they believe that their views count and that they have some influence over their working environment. The council needs to better develop its means of engaging and involving employees in decision making, not just through the trade unions but more generally.

Actions:

- Provide staff with the opportunity to express their views and ideas and improve the visibility of the Leader/Cabinet/Chief Executive and Corporate Directors by holding a series of events;
 - Staff Conference
 - Staff Forums
 - Chief Executive Slice groups
 - Meet the Leader
 - Improve use of Intranet/interactive message board/blog
 - Leader/Chief Executive/Corporate Directors attend team meetings

- 4.8 **Fairness, equality, openness and honesty** – the council will try to ensure it always treats its employees with dignity and respect, recognising their rights and interests as people as well as employees. It will seek open and honest communication with them, encourage them to join a trade union, and seek to ensure healthy and safe working practices and environments. It will adopt employment practices that respect and promote equalities and which treat employees fairly and supportively. It will recognise their right to a life outside work, and help them to achieve the work/life balance they desire.

Actions:

- In addition to actions above, provide Equality and Diversity development

Workforce Planning: 2010 ACTION PLAN – Feb 2010

Theme	Actions	Timescales	Owner/Support
Flexibility	<ul style="list-style-type: none"> Review the Council's Recruitment and Selection policy and procedures to improve efficiency and clarity of process Review the Job Evaluation system to reflect the Council's flexible needs Undertaking internal Job analysis and profiling for a new and existing positions. Undertaking external job analysis and profiling with other Councils through the use of the HR managers network. For junior staff, set stretching, project or developmental objectives within the PDR process, supported by relevant learning and development 	<p>March</p> <p>September</p> <p>Ongoing as vacancies occur March - April 2010</p> <p>April 2010</p>	<p>CD with Support from Capita</p> <p>CD plus Capita project</p> <p>HR Client</p> <p>HR Client plus Capita</p> <p>HR Client</p>
Attractiveness	<ul style="list-style-type: none"> Produce a leaflet for the recruitment pack to sell the benefits of working for the Council including career and development opportunities and the internal communications process As part of job profiles identify what the individual might be expected to gain from the job in terms of future career opportunities Review and implement new Corporate Induction programme 	<p>April-June</p> <p>April – June</p> <p>June 2010</p>	<p>CD and HR Client</p> <p>CD and HR Client</p> <p>HR Client plus Capita support</p>
Developing skills and abilities	<ul style="list-style-type: none"> Produce annual report of workforce profile Conduct a skills audit Conduct a skills gap analysis linking to priorities of the Council 	<p>Completed</p> <p>April 2011</p>	<p>HR Client</p> <p>HR Client plus L&D support</p>

PAPER C
Appendix B

	<ul style="list-style-type: none"> • Produce an annual development plan (not just training) • Implement the annual development plan 	April to March 2011 2010 On going	from Capita HR Client CD, HR Client
Building partnerships and shared service provision	<ul style="list-style-type: none"> • Consider alternatives to Investors in People (IIP) accreditation • Continue to look for opportunities for partnership and shared provision linking opportunities for individuals to the PDR process (stretching and developmental objectives) 	Ongoing	CD, HR Client
Tackling poor performance	<ul style="list-style-type: none"> • Review the PDR system • Develop skills in managers to set meaningful objectives which are weighted in importance • Review pay progression process for all staff, including those on top of scale, moving towards rewarding performance 	April - June	HR Client plus support from Capita
Engagement and involvement of staff	<ul style="list-style-type: none"> • Provide staff with the opportunity to express their views and ideas and improve the visibility of the Leader/Cabinet/Chief Executive and Corporate Directors by holding a series of events: <ul style="list-style-type: none"> -10 Staff Conference -11 Staff Forums -12 Chief Executive Slice groups -13 Meet the Leader -14 Improve use of Intranet/interactive message board/blog -15 Leader/Chief Executive/Corporate Directors attend team meetings 	Produce timetable of events in Jan 2010 Implement throughout year	CX, CD plus HR Client and Customer Engagement Officer
Fairness, equality, openness and honesty	<ul style="list-style-type: none"> • Equality and Diversity development 	April - June	CD & Partnerships Manager

CABINET

KEY DECISIONS/ WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

April 2010

Cabinet is required to publish its Key Decisions and forward work programme to inform the public of issues on which it intends to make policy or decisions. The Scrutiny Committee also notes the Programme, which is subject to regular revision. *Items in italics denote changes to a previously published Plan.* **All items are key decision unless stated otherwise.**

Report Title	Ref (Note 1)	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Decision Deadline	Cabinet Member (Note 2)	Service (Note 3)
Workforce Strategy	Jan 10	Final Strategy for approval	Apr 10			KC	CX
Housing Banding Policy	Jan 10	Proposals to amend the Housing Allocation systems	Apr 10			SB	HS
Service Plans 2010/11		Approval / update after budget approval	Apr 10			KC	CX
Environmental Maintenance Service Enforcement Policy and Procedures	Oct 09	To comply with the Clean Neighbourhoods and Environment Act	Dec 09	Apr 10		SP	TS&EM
Fleet Town Centre	Mar 10	Responses to public consultation	Apr 10				
Options for CCTV Provision	Feb 10	Update on proposals	Apr 10	June 10		NS	CD
Review of S106 Policy	Jul 09	Report	Sept 09	June 10		RA	P&ER
Performance Indicators 2009/10		Reporting Council's performance over 2009/10	June 10			KC	CX
LDF Core Strategy	Mar 09	Preferred option document for consultation	June 10			RA	P&ER
Future aims and objectives for Queen Elizabeth Barracks site	Aug 09	Report	Mar 10	June 10		RA	CD
Appointments to Outside Bodies	Mar 10	Appointments of Members to Outside Bodies for the municipal year	June 10			KC	CX
Corporate Plan Implementation Programme	Oct 09	Updated plan	<i>July 10</i>			KC	CX

Report Title	Ref (Note 1)	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Decision Deadline	Cabinet Member (Note 2)	Service (Note 3)
2009/10 Quarterly Budget Monitoring		Quarterly Monitoring	Aug 10 Nov 10 Feb 11			KC	F
Medium Term Financial Strategy		Update on 2010/11 Medium Term Financial Strategy	Aug 10			KC	F
Communications and Consultation Policy	Mar 08	Review	Sept 08	TBA		JK	CX
Older Persons Housing Strategy	Mar 09	Revised strategy	Jun 09	TBA		SB	HS

Notes:

1 Date added to Programme

2 Cabinet Members:

KC Crookes

SK Kinnell

RA Appleton

SP Parker

SB Band

NS Singh

JK Kennett

3 Service:

CX Chief Executive

CD Corporate Directors

CS Community Safety

DS Democratic Services

F Finance

HR Human Resources

HS Housing and Customer Services

IT Information Technology

L&EP Leisure and Environmental Promotion

MO Chief Solicitor & Monitoring Officer

P&ER Planning and Environmental Regulation

P Partnerships

SLS Shared Legal Services

TS &EM Technical Services and Environmental Maintenance

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – March 2010

Issue and Description of Topic	Current Position Objectives	Date to Committee	Resources Required	Contact
Crime and Disorder Committee	Scrutiny to include Action Plan and priorities for 2010/11, with an invitation to Cllr Collet to attend.	Mar 10	Report	Corporate Director
Workforce Strategy	Scrutiny of Strategy before presentation to Cabinet	Mar 10	Report	Corporate Director
Joint Working in Waste	Update on progress of a joint programme	Mar 10	Report	Corporate Director
Housing Review Group	Report on the review of Housing	Apr 10	Report	Councillors
Housing Banding Policy	Proposals on banding system for housing allocations	Apr 10	Report	Corporate Director
Outside Bodies Representation	Reports from Councillors sitting as representatives on outside bodies.	Apr 10	Report	Corporate Director
Meeting with South West Trains & Network Rail		Apr 10 Oct 10	Presentation	Corporate Director
Flooding	Report	Twice a year		
Performance Information (Quarterly) (Annually in August)	Committee receives quarterly highlight reports.	May 10 Aug 10 Nov 10 Feb 11	Report	Performance and Innovation Officer
Revenue Budget Monitoring	Quarterly summary	May 10 Aug 10 Nov 10 Feb 11	Report	Head of Finance
Medium Term Financial Strategy	Update	Aug 10	Report	Head of Finance
Budget Proposals 2011/12 (Annual)	Draft Budget to be presented for referral back to Cabinet.	Dec 10 Jan 11	Report	Head of Finance

Progress Report on 2010/11 Service Plans		Feb 11	Report	Corporate Director
Housing Associations	Report from Housing Services on perceived lack of service (Sentinel, Thames Valley Housing and Hyde Housing)	tba		

OVERVIEW AND SCRUTINY COMMITTEE

Date and Time: Tuesday, 16th March 2010 at 7.00 pm

Place: Committee Room 1, Civic Offices, Fleet

Present:

COUNCILLORS –

Neighbour – Chairman

Axam, Butler C, Davies, Gotel, Healey, Murr and Street

In attendance:

Councillors Crookes and Parker
County Councillor Adrian Collett
Chief Inspector Sarah Jackson

Officers Present:

Emma Broom - Corporate Director

85. MINUTES

The Minutes of the meeting held on 19th January 2010 were confirmed and signed as a correct record.

86. APOLOGIES

Apologies for absence were received from Councillors Haffey and Radley.

87. CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that an additional item would be added to the agenda. The presentation on Housing Benefits by IESE would be taken after item 5 on the agenda - Public Participation.

The Chairman also announced that the questionnaire relating to participation in outside bodies would be distributed this week, in order that the results could be discussed at the next Committee meeting.

88. DECLARATIONS OF INTEREST (PERSONAL AND PERSONAL AND PREJUDICIAL)

Councillor Street declared a personal interest in Minute No 93 – Crime and Disorder - as she was a practising Magistrate.

89. PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)

None.

90. IESE Report on Hart Benefits Service

Members received a presentation setting out the findings for the IESE (Improvement and Efficiency South East) review of the Council's benefits service. Members also had an opportunity to ask questions of the two IESE representatives.

91. JOINT WORKING IN WASTE: FUTURE DELIVERY OF WASTE MANAGEMENT, STREET CLEANING AND GROUNDS MAINTENANCE

Members endorsed the report and awaited the next update.

RESOLVED

That Overview and Scrutiny Committee agree to:

- 1 the use of a restricted procurement process
- 2 the revised programme as set out in Appendix I of the report
- 3 the potential to include an option for healthcare waste, bulky waste collection and customer interface within the tender
- 4 the option to structure the contract in such a way as to enable other councils to join in the future.

92. WORKFORCE STRATEGY

The Workforce Strategy was debated by the Committee prior to its approval by Cabinet in April. The Committee welcomed the paper but felt it was ambitious.

RESOLVED

That the Strategy be noted.

93. CRIME AND DISORDER

Members received a presentation from Chief Inspector Sarah Jackson. The presentation provided an update on performance and crime statistics and the Community Safety Partnership action plan. The Chief Inspector also set out the forthcoming priorities for the Community Safety Partnership.

Cllr Adrian Collett (Hampshire County Council) then updated the Committee about the work of Hampshire Police Authority.

RESOLVED

That the contents of the presentations be noted.

The Committee agreed to continue to widen their knowledge base of community safety to enable effective scrutiny of the Community Safety Partnership in the future.

94. CABINET WORK PROGRAMME

The Cabinet Work Programme was noted.

95. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was considered and amended.

The meeting closed at 9.55 pm