



NOTICE OF MEETING

Meeting:	Staffing Committee
Date and Time:	Tuesday, 11 February 2020 at 7 pm
Place:	Council Chamber, Council Offices, Fleet
Telephone Enquiries to:	01252 774141 (Mrs Gill Chapman) Committeeservices@hart.gov.uk
Members:	Butler, Crampton, Drage, Kennett (Chairman), Kinnell, Neighbour, Radley, Wildsmith, Worlock

Joint Chief Executive

CIVIC OFFICES, HARLINGTON WAY
FLEET, HAMPSHIRE GU51 4AE

AGENDA

**COPIES OF THIS AGENDA ARE AVAILABLE IN LARGE PRINT
AND BRAILLE ON REQUEST**

- 1 At the start of the meeting, the Lead Officer will confirm the Fire Evacuation Procedure.**
- 2 The Chairman will announce that this meeting may be recorded and that anyone remaining at the meeting has provided their consent to any such recording – please see our protocol on [Attending and Reporting Meetings](#).**

1 MINUTES OF PREVIOUS MEETING

The Minutes of the meeting held on 29 April 2019 are attached to be confirmed and signed as a correct record. **Paper A**

2 APOLOGIES FOR ABSENCE

3 CHAIRMAN'S ANNOUNCEMENTS

4 ELECTION OF VICE CHAIRMAN

5 DECLARATIONS OF INTEREST

To declare disclosable pecuniary, and any other interests.

6 PAY POLICY STATEMENT FINANCIAL YEAR 2020-21

To seek approval to the Council's Pay Policy for 2020-21. **Paper B**

RECOMMENDATION to Council

That the Pay Policy 2020/2021 be recommended to Council for approval.

7 REVIEW OF CHIEF EXECUTIVES' PERFORMANCE OBJECTIVES

To review the 2019/20 performance objectives for the Joint Chief Executives and to confirm the performance objectives for the Joint Chief Executives for 2020/21. The objectives are used as a basis of evaluation of the Joint Chief Executives' performance. **Paper C**

RECOMMENDATION

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

8 EXCLUSION OF THE PUBLIC

The following item contains exempt information.

RECOMMENDATION

Members must decide whether the public interest in maintaining an exemption outweighs the public interest in disclosing the information.

It is suggested that, in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded during the discussion of the matters referred to, on the grounds that they involve the likely disclosure of exempt information, as defined in

paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

9 REVIEW OF SUPPLEMENTS FOR STAFF (EXCLUDING HEADS OF SERVICE)

To seek Staffing Committee's views and endorsement of the approach to be taken to review salary supplements including market, recruitment and specialist supplements.

Paper D

This report is Confidential

10 REVIEW OF MARKET SUPPLEMENTS FOR HEADS OF SERVICE

To seek Staffing Committee's views and endorsement of the recommendations associated with the recent review of Heads of Service pay, inclusive of consideration of market supplements.

Paper E

This report is Confidential.

Date of Despatch: 4 February 2020

STAFFING COMMITTEE

DATE OF MEETING: 11 FEBRUARY 2020

TITLE OF REPORT: PAY POLICY STATEMENT FINANCIAL YEAR 2020-21

Report of: Joint Chief Executive

1. PURPOSE OF REPORT

1.1 To seek approval to the Council's Pay Policy for 2020/21.

2. OFFICER RECOMMENDATION

2.1 That the Pay Policy 2020/2021, attached as Appendix I to this report, be recommended to Council for approval.

3. BACKGROUND INFORMATION

3.1 Section 38(1) of the Localism Act 2011 requires councils to produce a Pay Policy each financial year. The legislation stipulates that the policy must be approved by the full Council before 31 March in the preceding financial year. To comply with the legislation, therefore, councils have to approve their Pay Policies for 2020/21 by 31 March 2020.

3.2 The draft Pay Policy for 2020/21 is attached to this report as Appendix I. The draft policy is broadly unchanged from 2019/20. Chief Officers pay is negotiated under Joint Negotiating Council for Chief Officers and Chief Executives. At the time of preparing this report no decision has been made by NJC or Unison regarding 2020/21 pay award. Negotiations will start in February 2020. Hart have budgeted for a 2% in 2020/21 budgets to accommodate the decision.

3.3 A full review of Market supplements has begun and it is hoped to be completed by 30 June 2020

4. FINANCIAL IMPLICATIONS

4.1 There are limited financial implications arising from this report, but such that they are (£97,732 due to pay award), this has been factored in to the budget for 2020/21.

CONTACT: Patricia Hughes – Joint Chief Executive, x 4450,
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APPENDICES:

Appendix I - Pay Policy Statement 2020/21



Pay Policy Statement
Financial Year 2020 - 2021

Date created	23 January 2020	Department	Human Resources
Review date	1 January 2021	Version	0.1
Effective date	1 April 2020		

Hart District Council believes that interests of staff and the Council are best served by the formulation and implementation of clear and consistent employment policies and procedures. This policy statement details the Authority's policy on pay. It takes into consideration all legal requirements and will be applied in accordance with the Authority's Equality and Diversity Commitment to treat all its employees with dignity and respect.

HART DISTRICT COUNCIL

PAY POLICY APRIL 2019

1. PURPOSE

- 1.1 This Pay Policy Statement is provided in accordance with Section 38(1) of the Localism Act 2011 and will be updated annually from 1 April each year.
- 1.2 The Pay Policy Statement sets out Hart District Council's policies relating to the pay of its workforce for the financial year 2020-21, in particular:
1. the remuneration of its Chief Officers
 2. the remuneration of its "lowest paid employees"
 3. the relationship between:
 - a. the remuneration of its Chief Officers and
 - b. the remuneration of its employees who are not Chief Officers
- 1.3 The purpose of the statement is to provide an open and transparent framework that ensures clarity, fairness and consistency in the remuneration of Chief Officers. This includes officers designated as Chief Executive, Statutory Chief Officers and Non Statutory Chief Officers. It also ensures that employees at all levels of the council are paid on a fair and equitable basis in accordance with equality legislation.

2. DEFINITIONS

- 2.1 For the purpose of this statement the following definitions will apply:
- 2.2 **"Pay"** in addition to salary will also include charges, fees, allowances, benefits in kind, increases in/enhancements to pension entitlements, and termination payments.
- 2.3 **"Chief Officer"** refers to the following roles within Hart District Council:
- The Joint Chief Executive (Head of Paid Service)
 - The Joint Chief Executive (Monitoring Officer)
 - and the Chief Finance Officer (Section 151 Officer) as the council's statutory Chief Officers
- 2.4 **"Lowest paid employees"** refers to those staff employed on Grade A of the council's pay framework (i.e. those posts assessed through the job evaluation scheme as having the least amount of complexity and responsibility and therefore attracting the lowest salary).

3. PAY FRAMEWORK

3.1 General approach

- 3.1.1 Remuneration for all employees needs to be at the appropriate level to secure and retain high-quality employees dedicated to fulfilling the council's business objectives and delivering services to the public. This has to be balanced by ensuring remuneration is proportionate and appropriate for the role. Each council has

responsibility for balancing these factors and faces its own unique challenges and opportunities in doing so. As a small council with limited staff resources it is important that Hart District Council retains flexibility within its pay framework to cope with a variety of circumstances that might necessitate the use of market supplements or other such mechanisms for individual categories of posts where appropriate. Using such solutions should only be short term and reviews should ensure that they are discontinued when circumstances change.

3.2 Responsibility for decisions on remuneration

- 3.2.1 It is essential for good governance that decisions on pay and reward packages for Joint Chief Executives and Chief Officers are made in an open and accountable way.
- 3.2.2 Pay for employees at all grades is based on the national agreements on pay as follows:
- National Joint Council for Local Government Services (for Grades A to M and Heads of Service),
 - Joint Negotiating Council for Chief Officers (for Chief Finance Officer)
 - Joint Negotiating Council for Chief Executives (for Joint Chief Executives).
- 3.2.3 The pay and remuneration packages (including pension issues) for the Joint Chief Executives, and Chief Finance Officer, and any other post with a remuneration package in excess of £100,000 per year, are set by Council on the advice of Staffing Committee, which comprises elected Councillors from the main political parties.
- 3.2.4 Responsibility for setting the pay and remuneration of all other officers is delegated to the Joint Chief Executive (Head of Paid Service or his/her nominee), and is carried out in accordance with national agreements and the council's local employment policies and practices as appropriate.

3.3 Salary grades and grading framework

- 3.3.1 Grades for all posts governed by the National Joint Council for Local Government Services (i.e. Grades A to M and Heads of Service) are determined by the council's job evaluation process. This followed a national requirement for all Local Authorities and other public sector employers to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer.
- 3.3.2 The council uses the Hay Job Evaluation Scheme. Job Evaluation is a systematic process for ranking jobs within an organisation ensuring consistency of approach and outcomes appropriate to the complexity and accountability of the role.
- 3.3.3 The council's pay structure is based on the pay spine issued by the National Joint Council (NJC) as part of the National Agreement for Local Government Services. This incorporates posts on Grade A to M and Heads of Service. There are 15 grades in total. The incremental rises occur on each 1 April, subject to satisfactory performance in the role, until the maximum pay point for the grade is reached. Annual increments will not be awarded to employees who commence employment on or after 1 October. Increments will be withheld where performance has not met

the required standard and where the issue has been raised with the employee formally.

- 3.3.4 Chief Officers are appointed to a fixed salary point so incremental progression does not take place for these posts. The precise salary level is determined at the time of appointment by negotiation with the successful candidate, taking account of their skills and experience and market conditions at the time.
- 3.3.5 Pay awards are normally made in line with the national agreements detailed in 3.2.2 on an annual basis for all employees, in conjunction with the nationally recognised trade unions. In the financial year 2010/11 the council did not pay the nationally agreed award due to the financial constraints it was facing; instead staff were given an additional day's annual holiday.

At the time of preparing this report due to the late call of the general election in December 2019 negotiations with NJC and Unison were suspended. Negotiations have now started again to agreed the 2020/21 pay award.

- 3.3.6 Full details of the Councils pay structure (A to Heads of Service) is attached as Appendix I.
- 3.3.7 The Council has run Apprenticeship programs for a number of years and this continued with the introduction of the Apprenticeship Levy in April 2017. Our current provider for this programme is engaged through Waverley Training Services. The levy applies to those employers that have an annual pay bill of £3 million. Under the new levy apprentices must be at least 2.3% of the workforce and Hart's contribution to the levy will be £4, 000.

3.4 Market Comparison

- 3.4.1 The council benchmarks its pay and benefits by comparing pay and rewards for similar posts in neighbouring areas. The council seeks to position itself within the median salary levels in order to keep costs down while still being able to attract a good range of suitable candidates for posts.
- 3.4.2 The council pays a market supplement to certain posts where it has not proved possible to recruit staff at the salary level resulting from Job Evaluation of the post. An Internal Audit carried out in 2019 recommended that the council review market supplements and their use. This review has now started and staff effect will be consulted. Unison are fully aware of the process we are following.

4. REMUNERATION

- 4.1 Remuneration details including benefits in kind are set out in the Council's published Annual Statement of Accounts.
- 4.2 **“Chief Officers”**, as defined in paragraph 2.3 of this statement, are paid within the council's pay framework which applies to all other employees. Typically, Chief Officers have received the same percentage pay award as other managers and staff groups within the council. Current chief officer remuneration levels are shown in the following table:

ROLE	REMUNERATION
Joint Chief Executive (2 post*)	£103,074 x 2 = £206,128
Chief Finance Officer/ Head of Corporate Services	£80,768

* Includes all charges, fees, allowances and benefits in kind

4.3 “Lowest paid employees”

4.3.1 The lowest paid employees are paid within the salary range for Grade A which covers five salary points are paid at £9.00 per hour (above national living wage of £8.21).

4.4 Honoraria and Acting Up Allowances

4.4.1 The Joint Chief Executives (or his/her nominee) have the discretion to award an honorarium payment to recognise temporary increased responsibility or work of a particularly high standard. Generally it should be the case that this must have been carried out for at least one month before an honorarium payment will be considered. The amount awarded should reflect the nature and duration of the work or responsibility and not normally exceed the value of an increment point in the employee’s salary scale.

4.4.2 Where the employee has been covering in the absence of a more senior officer (eg maternity leave cover or long term sickness absence), honoraria payments are calculated based on the difference between the employee’s scale point and the bottom scale point of the role they are covering. Temporary acting-up arrangements of this nature will not exceed more than 12 months duration and should generally be undertaken for at least one month before payment will apply.

4.5 Other pay elements

4.5.1 Chief Officers are subject to the same performance management process as all other employees. The Joint Chief Executives have an appraisal involving the Leader of the Council in consultation with all Political Group Leaders.

4.5.2 Targets and objectives are set and performance is assessed through an appraisal process. All employees apart from Chief Officers receive incremental progression until the top of their grade is reached, unless they fail to perform adequately against targets and objectives.

4.6 Charges, fees or allowances

4.6.1 Any allowance or other payment will only be made to an employee in connection with their role or the patterns of hours they work and must be in accordance with the council’s employment policies.

- 4.6.2 No fees for election duties are included in the salaries of any employee. Any additional fees payable for such responsibilities are calculated in accordance with the statutory rules and recommendations of the Hampshire and Isle of Wight Election Fees Working Party for all local government elections and by central government for Parliamentary elections. Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. Daryl Phillips, Joint Chief Executive, is Hart District Council's present Returning Officer.
- 4.6.3 The Returning Officer is an officer of the District Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the District Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.
- 4.6.4 The council pays overtime for grades A to F. Paid overtime will be paid if the equivalent of 37 hours per week has been completed at a rate of time and a half for any day other than a Sundays and public holidays and a rate of double time on Sunday. Special rates apply on public holidays. Officers that are contracted to work weekends and evening attract a shift allowance of 6%
- 4.6.5 The council offers car allowances to staff who are required to use their cars for business purposes, in accordance with the appropriate NJC/JNC schemes
- 4.6.6 The contractual remuneration package for Chief Officers includes either a lease car Emolument allowance or essential users allowance which attract a lower mileage rate. This benefit also applies to all staff at Grades HSI and HS2 who are not Chief Officers.
- 4.6.7 The Council pays a standby allowance to certain key posts in Environmental Health and Housing to ensure 24 hour emergency cover for the provision of vital public services. Allowance rates are dependent on the level of unsocial hours and qualifications gain to carry out those roles.
- 4.6.8 For certain posts the council pays the membership subscription fees to recognised professional bodies, where the employee's continued membership of that body is in the council's interests.

4.7 Performance related pay

- 4.7.1 The council does not offer performance related pay to any employee.

4.8 Benefits in kind

- 4.8.1 The council provides free workplace parking to all its staff.
- 4.8.2 The council offers its staff access to a small in house gym plus reduced membership of the sports facilities based at Hart Leisure Centre

4.9 Pensions

- 4.9.1 All employees, as a result of their employment, are eligible to join the Local Government Pension Scheme (LGPS). Employee contribution rates vary depending on their whole-time equivalent pay, as follows:

Whole-time equivalent pay band	Employee contribution rate from 1 April 2019
Up to £14,400	5.5%
£14,401 to £22,500	5.8%
£22,501 to £36,500	6.5%
£36,501 to £46,200	6.8%
£46,201 to £64,600	8.5%
£64,601 to £91,500	9.9%
£91,501 to £107,700	10.5%
£107,701 to £161,500	11.4%
£161,501 and more	12.5%

- 4.9.2 In addition to the employee's own contribution, the council made a contribution of 16.1% in 2019 towards the pension of each member of the LGPS scheme. This will rise to 17.5% in April 2020

4.10 Termination of employment

- 4.10.1 The LGPS requires employers to prepare and publish a written statement of policy in relation to pensions. The council's policy on pensions and discretionary redundancy payments is set out in the 'Early Retirement & Discretions Policy'

- 4.10.2 The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply

4.10.3 Approval of Full Council

In accordance with Section 40 of the Localism Act 2011, any proposal to grant a severance package in excess of £100,000 is subject to Full Council approval.

4.10.4 Early termination of employment (for reasons other than redundancy)

The council may award additional years service in cases of early termination of employment in exceptional circumstances, in accordance with the Early Retirement & Discretions Policy.

4.10.5 Compromise agreements

In exceptional circumstances, and specifically so as to settle a claim or potential dispute, the Joint Chief Executives can agree payment of a termination settlement sum for any post. In such cases, each decision as to the level of payment will be taken on its individual merits and with the advice of the Chief Finance Officer.

4.10.6 Re-employment of officers

The council needs to retain the flexibility to respond to unforeseen circumstances as regards re-employing former local government employees. Such an occurrence would be considered very much the *exception* rather than the *rule*. If the council were to re-employ a previous local government employee who had received a redundancy or severance package on leaving, or who was in receipt of a pension covered by the *Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999* (known as the Modification Order) (with the same or another authority), then the council's policy is to ensure that the rules of the Modification Order are applied. In addition, the council will ensure that an open and fair selection process has taken place before any appointment is confirmed. The same

principle would be applied to such a person if they were to be engaged by the council on a 'contract for services' basis.

4.11 **Remuneration on appointment and promotion**

4.11.1 The starting salary on appointment or following promotion will normally be at the lowest incremental level on the salary scale. In exceptional circumstances, a Head of Service can approve appointment on a higher incremental point within the salary scale, following consultation with the relevant Joint Chief Executive, based on the appointee's level of relevant experience, difficulty in recruiting to a post or other relevant factors.

4.11.2 As regards Chief Officer posts, pay and remuneration is determined by council at the time of appointment, following negotiation with the successful candidate, taking account of their skills and experience and market conditions at the time.

4.12 **Annual Leave entitlement**

4.12.1 The following table shows the annual leave entitlement to all Hart employees which reflects the new pay scales.

Salary Point	Period of continuous service		
	0-5 years	after 5 years	After 10 years
Heads of Service and above	31 days	31 days	34 days
SCP 34 and above	30 days	30 days	33 days
SCP 23 to SCP 33	28 days	29 days	31 days
SCP 12 to SCP 22	26 days	29 days	29 days
Up to and including SCP 11	24 days	29 days	29 days

5. **RELATIONSHIP BETWEEN REMUNERATION OF CHIEF OFFICERS AND OTHER EMPLOYEES**

5.1 The Local Government Association has offered advice on the Government's requirement in reporting remuneration relationships. The advice is that the measure of the relationship between Chief Officers and other employees be considered by the ratio between the highest paid employee and the median earnings across the organisation as a multiple. This has been calculated as follows:

	2020	20,19
Remuneration for the Joint Chief Executives (excluding pension contributions)	£103,937	£103074
Median remuneration for all employees at the council	£ 31,712	£ 29,341
Ratio Chief Executive to Median	3.27	3.51

6. DATA TRANSPARENCY

- 6.1 Under the Code of Recommended Practice for Local Authorities on Data Transparency, pay and benefits information for staff paid over £58,200, are required to be published. This information is published on the council's external website www.hart.gov.uk/council-finances and can be found in the most recent Statement of Accounts document. Information on senior employees' remuneration can also be found in the annual Statement of Accounts.
- 6.2 In addition to the Chief Officer posts listed in paragraph 4.2 above, the following posts have remuneration levels in excess of £58,200:

ROLE	REMUNERATION
Head of Place	*£82,500
Head of Corporate Services	*£80,768
Head of Environmental & Technical Maintenance	*£72,209
Head of Community and Housing Planning Manager	*£71,167
Principal Planning Officer	*£65,569
	*£62,496

* Includes all charges, fees, allowances and benefits in kind

APPENDICES

Appendix I –Scales 1st April 2019

Salary Scales 1st April 2019

Job Evaluation Score	Grades	New SCP	£ per annum	Per month	£ per hour
99 or below	A	1	£17,364	£1,447	£9.00
		2	£17,711	£1,476	£9.18
		3	£18,065	£1,505	£9.36
	B	3	£18,065	£1,505	£9.36
100-122		4	£18,426	£1,536	£9.55
		5	£18,795	£1,566	£9.74
	C	5	£18,795	£1,566	£9.74
123-134		6	£19,171	£1,598	£9.94
		7	£19,554	£1,630	£10.14
	D	8	£19,945	£1,662	£10.34
		9	£20,344	£1,695	£10.55
		10	£20,751	£1,729	£10.76
135-191		11	£21,166	£1,764	£10.97
		12	£21,589	£1,799	£11.19
		13	£22,021	£1,835	£11.41
		14	£22,462	£1,872	£11.64
	E	15	£22,911	£1,909	£11.88
		16	£23,369	£1,947	£12.11
192-227		17	£23,836	£1,986	£12.36
		18	£24,313	£2,026	£12.60
		19	£24,799	£2,067	£12.85
		20	£25,295	£2,108	£13.11
		21	£25,801	£2,150	£13.37
	F	22	£26,317	£2,193	£13.64
228-268		23	£26,732	£2,228	£13.86
		24	£27,629	£2,302	£14.32
		25	£28,502	£2,375	£14.77
	G	26	£29,341	£2,445	£15.21
269-313		27	£30,206	£2,517	£15.66
		28	£31,061	£2,588	£16.10
		29	£31,712	£2,643	£16.44
	H	30	£32,553	£2,713	£16.87
314-370		31	£33,462	£2,789	£17.35
		32	£34,442	£2,870	£17.85
		33	£35,578	£2,965	£18.44
	I	34	£36,511	£3,043	£18.93
371-438		35	£37,474	£3,123	£19.42
		36	£38,430	£3,203	£19.92
		37	£39,387	£3,282	£20.42
	J	38	£40,356	£3,363	£20.92

PAPER B
Appendix I

439-509		39	£41,263	£3,439	£21.39
		40	£42,259	£3,522	£21.91
	K	41	£43,229	£3,602	£22.41
510-559		42	£44,189	£3,682	£22.91
		43	£45,139	£3,762	£23.40
	I	44	£46,321	£3,860	£24.01
560-639		45	£47,502	£3,959	£24.62
		46	£48,686	£4,057	£25.24
	M	47	£49,864	£4,155	£25.85
640-739		48	£51,042	£4,254	£26.46
		49	£52,212	£4,351	£27.06
	HSI	50	£53,389	£4,449	£27.67
740-900		51	£54,574	£4,548	£28.29
		52	£55,755	£4,646	£28.90
		53	£56,936	£4,745	£29.51
	HS2	54	£63,443	£5,287	£32.89
		55	£64,882	£5,407	£33.63
900-1100		56	£66,326	£5,527	£34.38
		57	£67,769	£5,647	£35.13
		58	£69,209	£5,767	£35.87

STAFFING COMMITTEE

DATE OF MEETING 11 FEBRUARY 2020

TITLE OF REPORT REVIEW OF CHIEF EXECUTIVES' PERFORMANCE OBJECTIVES

Report of Councillor Dave Neighbour, Leader of the Council

1 PURPOSE OF REPORT

- 1.1. To review the 2019/20 performance objectives for the Joint Chief Executives and to confirm the performance objectives for the Joint Chief Executives for 2020/21.
- 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 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 2019.
- 3.3 Performance against the objectives set in 2019 has been strong, subject to external forces, and are outlined in Appendix 1.
- 3.4 The achievement of these objectives has been in addition to the Joint Chief Executives ongoing statutory roles as which have included;
Head of Paid Services – Successful bid to the LEP for the first green corridor, reorganisation to create Place Services, recruitment to the Head of Place and movement of teams to facilitate this.
Monitoring Officer/Electoral Returning Officer - District Council/Parish Council elections were delivered in May, the EU elections in June, the Hook, Hartley Wintney and Fleet Neighbourhood Plan referendums, and the General Election in December.
- 3.5 The performance objectives for 2020/21 will form the basis on which the Joint Chief Executives' performance over the next year will be measured and on which they will set objectives for their direct reports.

4 CONSIDERATIONS

- 4.1 Informal views on performance were sought by the Leader from the other Group Leaders and formed part of the feedback mechanism as part of the review process.
- 4.2 The Joint Chief Executives were also asked for their input into what they see to being key aspects of work for the coming year.
- 4.3 Staffing Committee are asked for any input into the new objectives set out in Appendix 2 for the Joint Chief Executives, reflecting their differing roles as Head of Paid Service and the Council's Monitoring Officer, respectively.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no additional costs.

6 ACTION

- 6.1 To use of the performance objectives for 2019/20, 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 - 2019/20 Joint Chief Executives Performance against Objectives

Appendix 2 - 2020/21 Joint Chief Executives Proposed Performance Objectives

Appendix I – Report on Performance of Joint Chief Executive Performance Objectives February 2019 – February 2020

Joint Chief Executive Performance Objectives 2019/2020

Link to Corporate Plan	Objective	Measure	Lead	2020 Outcome
A Thriving Economy Working with partners such as the Enterprise M3 Local Economic Partnership to promote the district to new businesses and identify funding sources	Strategically work on inward investment and economic growth including engagement at a strategic level on the Economic growth corridor.	Identify options for growth working with business and the LEP looking at funding opportunities. Whilst subject to appeals, NNDR rates could act as a proxy measure	DP	Work, supported by local MPs, Enterprise M3 LEP and Hampshire County Council, is ongoing with the north Hampshire authorities (Rushmoor,/Hart/Basingstoke & Deane/Test Valley) to explore the potential of an infrastructure led north Hampshire Growth deal from Government. In the meantime, loans and grants have been secured from the LEP to bring forward the Fleet Pond Green Grid initiative.
An Efficient and Effective Council Maximising income opportunities and identifying new opportunities for income generation	Continued implementation of the Commercialisation Strategy	See below under different sections asset, digital and efficiency	Both but DP leads	See below under different sections asset, digital and efficiency
	Implementation of Asset Based Commercialisation	Continue to ensure performance against the existing Commercial Strategy whilst exploring opportunities for the mid to long term	Both but DP leads	Specialist technical resources have now been recruited to energise the Council on this approach. Two commercialization opportunities have been taken up and will shortly be reported to Overview and Scrutiny
	Implementation of the new Digital Strategy as part of Digital based commercialisation	Establishing a new culture, new ways of working which increases collaboration, reduces duplication and increases	DP	Capacity has been built within the organisation with the appointment of a new Change and Digital Manager to help deliver against this agenda.

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Link to Corporate Plan	Objective	Measure	Lead	2020 Outcome
		available on line services (Windows 10 roll out Sharepoint rollout and continued data management)		<p>This has lead to a holistic review of implementation of our project management approach.</p> <p>Revised data retention schedule prepared and arrangements have been put in pace to enable early summer (2020) close down of redundant file servers (also GDPR compliance).</p>
	Implementation of Shared Services review as part of the Efficient Services based commercialization	Through a shared service review, test the best value options for Hart, for the future	PH	<p>Shared Services Review completed through a successful bid to the LGA for funding.</p> <p>Discussions ongoing with the Cabinet regarding the direction of travel predicated on this evidence base.</p>
<p>An Efficient and Effective Council Continuing to ensure we have an engaged and motivated workforce</p>	Implementation of new Organisational Development Strategy		Both but PH leads	Organisational Development Strategy agreed by Staffing Committee.
		Skills Gap analysis, leading to a systematic approach to the development of staff	PH	Hart has recently left the HR professional services being provided by Capita. This has delayed the skills gap analysis but we're in the process of recruiting a new HR resource who will carry out this role
		Business re-engineer services to streamline and make them more efficient	DP	Review being carried out of all policy documents to ensure that business processes are not driven by old and out dated policies. Planning Peer Review commissioned to assess how to make the Planning Development Management Services more effective.

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Link to Corporate Plan	Objective	Measure	Lead	2020 Outcome
				Action Plan to be agreed April 2020.
		Enable home or district based working through the use of technology	DP	Pilot project for use of Windows 10 systems remotely, due to take place in Spring 2020
		Create a strong brand for Hart as an employer	PH	Hart has recently left the HR professional services being provided by Capita, this provides the Council with greater flexibility and opportunity to create the strong branding approach
		Improve social capital	PH	Additional focus being created around internal communications with monthly newsletters and social events.
		Create a digital and commercial culture in the Council	DP	Working alongside Aylesbury Vale (who have considerable experience) we are exploring our digital and commercial maturity and aspirations.
		Establish public perception of service delivery via a residents survey and mystery shopper exercises	PH	This is due to be carried out as part of a broader 'place survey' anticipated in Spring 2020
Healthy Communities and People Adopting the Hart Local Plan	Delivery of the Local Plan beyond EiP	Subject to the outcome of the EiP, carry out any necessary changes and consultation (as required) ahead of formal adoption by the Council – and ensure the Council is resourced to deliver	DP	Awaiting final EiP report from the Planning Inspector but anticipate adoption by March 2020
Healthy Communities and People Adopting the Hart Local Plan	Lead on the delivery of the New Settlement	Subject to the outcome of the EiP and Garden Communities Bid, put the building blocks in place to deliver a new settlement	PH	Garden Communities Bid was successful. Cabinet have considered and approved a strategy for exploring a Garden Community.

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Link to Corporate Plan	Objective	Measure	Lead	2020 Outcome
An Efficient and Effective Council	Update the Corporate Plan in light of the new Vision	Working with the Administration, deliver a new Corporate Plan aligned to the Vision that provides the next steps in delivery against that Vision.	PH	New Vision was agreed in October 2019. Recognising the potential budget constraints associated with Government Funding, alignment of the Corporate Plan with the Vision will begin in the Summer 2020.
An Efficient and Effective Council		Continue to review and risk assess the implications of Brexit	PH	Continued engagement with Government and Emergency Planning colleagues
An Efficient and Effective Council Inviting Peer Challenge through the LGA	Gain external feedback on progress on the Peer Review Action Plan	LGA Peer Review team to be invited autumn 2019 to review progress on the recommendations and subject to this, a further report on additional actions will be brought forward.	PH	Peer Review delayed by snap General Election (by LGA) Now due to visit us in the spring 2020
An Efficient and Effective Council Continuing to work closely with partners to deliver joint services	Ensure the effective delivery of services important to the Council	Continue to consider the future of the services (as part of the shared service review) and how they may be best provided reflecting the Councils strategic Vision and requirements for the future	PH	Shared Services review completed and information provided to Cabinet, and being considered in advance of any formal decision making.
An Efficient and Effective Council	Update the Constitution to reflect current best practice	New Constitution is introduced that is easy to read and understand	DP	Not complete but a review of the Code of Conduct and Councillor complaints process has been completed.
An Efficient and Effective Council	Provide greater opportunities for Member Development	Provision of a series of events, around digital, commercialization, community engagement etc. that help Members in their role as decision maker and community leader.	PH	Member development undertaken. Feedback from Members will be sought when the years programme is concluded.

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Link to Corporate Plan	Objective	Measure	Lead	2020 Outcome
An Efficient and Effective Council	Brexit	To monitor and react to its impact on the Council's ability to deliver its services.	PH	Watching brief, continued vigilance on the impact of Brexit on the local community
An Efficient and Effective Council	5 Councils Partnership	To roll over the workload associated with the 5 Councils	PH	Two services have been removed from the Capita contract (HR professional and Innovation Hub). We continue to work to find effective ways to work with Capita and are subject to separate consideration by Cabinet in February 2020
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	Have engaged with major employers including Serco, Heckfield Place, Four Seasons this year. Have also engaged with a range of Senior School Head Teachers, the Principals from Basingstoke and Farnborough Colleges of Technology, leaders within the Military in the area as well as key partners such as the Police, Hampshire Fire Brigade and North East Hampshire and Farnham CCG and North Hampshire CCG.

Appendix 2 – Joint Chief Executive Performance Objectives 2020/2021

Link to Corporate Plan	Objective	Measure	Lead
An Efficient and Effective Council To realise our ambitions to deliver	To facilitate and help Members to create a new Corporate Plan, as a delivery mechanism for the new Hart 2040 Vision	A new Corporate Plan will be created, consulted upon and adopted by the Council	Both
An Efficient and Effective Council Ensuring our Medium Term Financial Strategy is focused on strategic priorities	To ensure the Council and its ambitions are fully funded	Ensure that the Corporate Plan is considered in light of the funding envelope for the current and future years	Both
An Efficient and Effective Council Maximising income opportunities and identifying new opportunities for income generation	Continued implementation of the Commercialisation	Continue to ensure performance against the existing Commercial Strategy whilst exploring opportunities for the mid to long term	Both
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 on line services (e.g. continued data management along with enhanced broadband)	DP
An Efficient and Effective Council Continuing to ensure we have an engaged and motivated workforce	Continued development of the organisation to ensure that it is 'fit for the future'	As part of the Corporate Plan consideration, outline the Councils future approach to Shared Services based on the evidence of the review	PH
		Skills Gap analysis, leading to a systematic approach to the development of staff	PH
		Business re-engineer services to streamline and make them more efficient	DP

Link to Corporate Plan	Objective	Measure	Lead
		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
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
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
An Efficient and Effective Council	Update the constitution to reflect current best practice	New constitution is introduced that is easy to read and understand	DP
An Efficient and Effective Council	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.	
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