



# NOTICE OF MEETING

<b>Meeting:</b>	<b>Staffing Committee</b>
<b>Date and Time:</b>	<b>Monday, 29 April 2019 at 7 pm</b>
<b>Place:</b>	<b>Ground Floor Meeting Room, Council Offices, Fleet</b>
<b>Telephone Enquiries to:</b>	<b>01252 774141 (Mrs Gill Chapman) Committeeservices@hart.gov.uk</b>
<b>Members:</b>	<b>Burchfield, Butler, Crisp, Kennett (Chairman), Kinnell, Neighbour, Parker, Radley</b>

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 12 February 2019 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**

To declare disclosable pecuniary, and any other interests.

## **5 PAY POLICY STATEMENT FINANCIAL YEAR 2019-20**

To seek approval to an amended Pay Policy for 2019/20, for Hart District Council. **Paper B**

### **RECOMMENDATION**

That the Pay Policy attached as Appendix I to this report be recommended to Council for approval, subject to any minor amendments, to be agreed by the Joint Chief Executive in consultation with the Chairman of Staffing Committee.

## **6 EMPLOYEE VOLUNTEERING POLICY**

To consider proposals for the Council to support employees who wish to volunteer their help, time and support to the local community within working hours, and seek approval to pilot the proposed Employee Volunteering Policy, set out in Appendix I, for a period of one year. **Paper C**

### **RECOMMENDATION**

- 1 That the new Employee Volunteering Policy be considered
- 2 That the new Employee Volunteering Policy be adopted as a one year pilot
- 3 That the Joint Chief Executive be delegated, in consultation with the Chairman of the Staffing Committee, to decide whether to retain the volunteering policy, at the end of that year, based on a review of impacts and achievements.

## **7 ORGANISATIONAL DEVELOPMENT STRATEGY – CONSULTATION OUTCOMES**

To consider the comments of staff on the draft organisational development strategy consultation and any suggested updates to the strategy, for approval ahead of implementation. **Paper D**

## **RECOMMENDATION**

That Staffing Committee:

- 1 Notes the extensive consultation process that has been undertaken
- 2 Considers the feedback provided and
- 3 Subject to any amendments, delegates the Joint Chief Executive to amend and update the Organisational Development Strategy, ahead of implementation

## **8 JOINT CHIEF EXECUTIVE ARRANGEMENTS**

This report has been written primarily as a discussion note to help Staffing Committee consider the longer term arrangements that should be made for filling or replacing the Joint Chief Executive post. It poses some questions to try to help members develop their thinking about this issue. **Paper E**

## **RECOMMENDATION**

That the Committee consider the issues raised in the report and decide how it wishes to approach its task of producing recommendations on the longer term alternatives for the Joint Chief Executive post.

**Date of Despatch: 16 April 2019**

## **STAFFING COMMITTEE**

**Date and Time:** Tuesday, 12 February 2019 at 7pm

**Place:** Committee Room 1, Civic Offices

**Present:**

## **COUNCILLORS**

Forster (substitute Burchfield), Crisp, Kennett (Chairman), Neighbour, Radley

### **Officers:**

Patricia Hughes Joint Chief Executive

Dymphna Aspell HR and Customer Service Client Officer

## **9 MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting held on 10 December 2018 were confirmed and signed as a correct record.

## **10 APOLOGIES FOR ABSENCE**

Apologies had been received from Councillors Butler, Kinnell, Parker and Burchfield, with Councillor Forster substituting for Councillor Burchfield.

## **11 CHAIRMAN'S ANNOUNCEMENTS**

None.

## **12 DECLARATIONS OF INTEREST**

None declared.

## **13 PAY POLICY STATEMENT FINANCIAL YEAR 2019-20**

Members were asked to approve the Council's Pay Policy for 2019-20.

Members raised a series of questions to clarify the report, including a request for the total cost of salaries in 2018/19 and anticipated salaries in 2019/2020. Members also discussed the use of market supplements and how the review could be taken forward.

## **RECOMMENDATION to Council**

That the Pay Policy be approved.

## **14 CHIEF EXECUTIVE PERFORMANCE REVIEW**

Members considered the review of the 2018/19 performance objectives for the Joint Chief Executives, and were asked to confirm the performance objectives for the Joint Chief Executives for 2019/20.

Members considered and sought the amendment/addition of the following aspects of the Objectives:

- Adding in Brexit
- Rolling over the workload associated with the 5 Councils partnership

### **DECISION**

That the performance objectives be confirmed for the Joint Chief Executives for the coming year subject to the addition of targets associated with Brexit and the 5 Councils partnership.

## **15 REVIEW OF STAFF ALLOWANCES AND INTRODUCTION OF AN ELECTRIC VEHICLE MILEAGE RATE**

Approval for revised staff allowances and the introduction of an electric vehicle mileage rate was sought.

Members sought clarification on the mileage rates for motorcycles and bicycles, and a request that we seek to understand the financial implications of these changes.

### **RECOMMENDATION to Council**

- 1 That the proposed revised allowances from 1 April 2019, be recommended to Council for approval.
- 2 That the introduction of mileage rates for electric vehicles from 1 April 2019, be recommended to Council for approval subject to the addition of “essential car users – 1200cc and above including Electric Vehicles”.

The meeting closed at 8.08 pm

**STAFFING COMMITTEE**

**DATE OF MEETING: 29 APRIL 2019**

**TITLE OF REPORT: PAY POLICY STATEMENT FINANCIAL YEAR 2019-20**

**Report of: Joint Chief Executive**

**1. PURPOSE OF REPORT**

1.1 To seek approval to an amended Pay Policy for 2019/20, for Hart District Council.

**2. OFFICER RECOMMENDATION**

2.1 That the Pay Policy attached as Appendix I to this report be recommended to Council for approval, subject to any minor amendments, to be agreed by the Joint Chief Executive in consultation with the Chairman of Staffing Committee.

**3. BACKGROUND INFORMATION**

3.1 On 12 February 2019 Staffing Committee approved the draft Pay Policy 2019/20. Whilst Unison had been consulted in advance of this, they have now highlighted further concerns regarding Hart's interpretation of the 2019/20 pay award.

3.2 Hart are being asked by Unison to consider SCP (Scale Column Points) 6 – 21 to be aligned with NJC SCP. By doing this there is small upwards change to the SCPs in Appendix I to the Pay Policy statement. By bringing in this change we will have 34% of our officers aligned with NJC and the cost will be £7,047 per annum to the Council.

3.3 We believe that our interpretation is now in line with Unisons. However, Unisons formal procedures requires this matter to be discussed at the Unison Pay Committee. Hart are hoping that we will have the outcome of this discussion in advance of the Staffing Committee date.

3.4 However, if we have not had feedback on this timeline, it is proposed to seek delegated authority for any further minor changes to be taken by the Joint Chief Executives in consultation with the Chairman of Staffing Committee.

**4. FINANCIAL IMPLICATIONS**

4.1 There are limited financial implications arising from this report, but such that they are (£7,0747 due to the small upwards change) these have been factored in to the budget for 2019/20.

**CONTACT:** Patricia Hughes – Joint Chief Executive, x 4450,  
[patricia.hughes@hart.gov.uk](mailto:patricia.hughes@hart.gov.uk)

**APPENDICES:**

Appendix I - Pay Policy Statement 2019/20



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Pay Policy Statement  
Financial Year 2019 - 2020

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<b>Date created</b>	22 January 2019	<b>Department</b>	Human Resources
<b>Review date</b>	1 February 2020	<b>Version</b>	0.1
<b>Effective date</b>	1 April 2019		

***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 2019-20, 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. Under the NJC Local Government Pay award 2019 the grades have changed, some grades contain up to 7 spine points to provide incremental pay points within the grade. A comparison of the scales are in Appendix I in this document. 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.

In December 2017, the National Agreement offered a two-year pay increase from 1 April 2018. The majority of employees, those on salaries starting at £19,430 per annum, would receive an uplift of 2% on 1 April 2018 and a further 2% on 1 April 2019. Those on lower salaries received higher increases. The new Agreement also included the introduction of a new national pay spines on 1 April 2019.

<b>SCP</b>	<b>%</b>
SCP 7	9.191%
SCP 8	9.130%
SCP 9	8.976%
SCP 10	8.006%
SCP 11	7.592%
SCP 12	6.512%
SCP 13	5.458%
SCP 14	5.363%
SCP 15	5.272%
SCP 16	5.167%
SCP 17	5.064%
SCP 18	4.427%
SCP 19	3.3734%
SCO 20 and above	2.0%

3.3.6 Full details of the Councils pay structure (A to Heads of Service) is attached as Appendix I, which provides a comparison of existing and new national pay spines

- 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. The recommendation was assigned to the Joint Chief Executives although a date for this review has yet to be confirmed.

#### **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:

<b>ROLE</b>	<b>REMUNERATION</b>
<b>Joint Chief Executive (2 post*)</b>	<b>£103,074</b>
<b>Chief Finance Officer/ Head of Corporate Services</b>	<b>£80,049</b>

\* 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). We currently only have two employees that attract spine point in Scale and A and one in spine point in Scale B.

#### **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:

<b>Whole-time equivalent pay band</b>	<b>Employee contribution rate from 1 April 2019</b>
Up to £14,100	5.5%
£14,101 to £22,000	5.8%
£22,001 to £35,700	6.5%
£35,701 to £45,200	6.8%
£45,201 to £63,100	8.5%
£63,101 to £89,400	9.9%
£89,401 to £105,200	10.5%
£105,201 to £157,800	11.4%
£157,801 and more	12.5%

4.9.2 In addition to the employee's own contribution, the council makes a contribution of **16.1%** towards the pension of each member of the LGPS scheme.

#### **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.

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

	<b>2019</b>	<b>2018</b>
Remuneration for the Joint Chief Executives (excluding pension contributions)	<b>£103074</b>	<b>£98161</b>
Median remuneration for all employees at the council	<b>£ 29,341</b>	<b>£28,766</b>
Ratio Chief Executive to Median	<b>3.51</b>	<b>3.41</b>

## 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](http://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:

<b>ROLE</b>	<b>REMUNERATION</b>
<b>Heads of Service 3 Posts</b>	<b>*£71,275</b>
<b>Planning Manager</b>	<b>*£65,451</b>
<b>Principal Planning Officer</b>	<b>*£62,378</b>

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

## APPENDICES

Appendix I – New Salary Scales 1<sup>st</sup> April 2019 compared with 2018 Salary Scales

**Salary Scales 1st April 2019**

Job Evaluation Score	GRADES	Apr-18				Apr-19				
		SCP	Salary	per month	Per hour	Grades	New SCP	£ per annum	Per month	£ per hour
99 or below	A	5	16,834	1,403	8.73	A	1	£17,364	£1,447	£9.00
		6	16,834	1,403	8.73		2	£17,711	£1,476	£9.18
		7	16,834	1,403	8.73		3	£18,065	£1,505	£9.36
		8	16,834	1,403	8.73					
		9	16,834	1,403	8.73					
		10	16,834	1,403	8.73					
	B	11	17,093	1,424	8.86	B	3	£18,065	£1,505	£9.36
100-122		12	17,260	1,438	8.95		4	£18,426	£1,536	£9.55
		13	17,536	1,461	9.09		5	£18,795	£1,566	£9.74
		14	17,828	1,486	9.24					
	C	15	18,174	1,515	9.42	C	5	£18,795	£1,566	£9.74
123-134		16	18,579	1,548	9.63		6	£19,171	£1,598	£9.94
		17	18,987	1,582	9.84		7	£19,554	£1,630	£10.14

		18	19,232	1,603	9.97					
	<b>D</b>	19	19,799	1,650	10.26	<b>D</b>	8	£19,945	£1,662	£10.34
		20	20,160	1,680	10.45		9	£20,344	£1,695	£10.55
							10	£20,751	£1,729	£10.76
135-191		21	20,876	1,740	10.82		11	£21,166	£1,764	£10.97
		22	21,403	1,784	11.09		12	£21,589	£1,799	£11.19
							13	£22,021	£1,835	£11.41
		23	22,017	1,835	11.41		14	£22,462	£1,872	£11.64
	<b>E</b>	24	22,717	1,893	11.78	<b>E</b>	15	£22,911	£1,909	£11.88
							16	£23,369	£1,947	£12.11
192-227		25	22,884	1,907	11.86		17	£23,836	£1,986	£12.36
							18	£24,313	£2,026	£12.60
		26	23,629	1,969	12.25		19	£24,799	£2,067	£12.85
		27	24,414	2,035	12.66		20	£25,295	£2,108	£13.11
					21	£25,801	£2,150	£13.37		
	<b>F</b>	28	25,211	2,101	13.07	<b>F</b>	22	£26,317	£2,193	£13.64
228-268		29	26,208	2,184	13.59		23	£26,732	£2,228	£13.86
		30	27,087	2,257	14.04		24	£27,629	£2,302	£14.32

		31	27,943	2,329	14.48		25	£28,502	£2,375	£14.77
	<b>G</b>	32	28,766	2,397	14.91	<b>G</b>	26	£29,341	£2,445	£15.21
269-313		33	29,614	2,468	15.35		27	£30,206	£2,517	£15.66
		34	30,452	2,538	15.78		28	£31,061	£2,588	£16.10
		35	31,090	2,591	16.12		29	£31,712	£2,643	£16.44
		36	31,915	2,660	16.54		30	£32,553	£2,713	£16.87
314-370	<b>H</b>	37	32,806	2,734	17.01	<b>H</b>	31	£33,462	£2,789	£17.35
		38	33,767	2,814	17.50		32	£34,442	£2,870	£17.85
		39	34,880	2,907	18.08		33	£35,578	£2,965	£18.44
		40	35,795	2,983	18.55		34	£36,511	£3,043	£18.93
371-438	<b>I</b>	41	36,739	3,062	19.04	<b>I</b>	35	£37,474	£3,123	£19.42
		42	37,676	3,140	19.53		36	£38,430	£3,203	£19.92
		43	38,615	3,218	20.02		37	£39,387	£3,282	£20.42
	<b>J</b>	44	39,565	3,297	20.51	<b>J</b>	38	£40,356	£3,363	£20.92
439-509		45	40,454	3,371	20.97		39	£41,263	£3,439	£21.39
		46	41,430	3,453	21.48		40	£42,259	£3,522	£21.91
	<b>K</b>	47	42,381	3,532	21.97	<b>K</b>	41	£43,229	£3,602	£22.41

510-559		48	43,323	3,610	22.46		42	£44,189	£3,682	£22.91
		49	44,254	3,688	22.94		43	£45,139	£3,762	£23.40
		50	45,413	3,784	23.54	<b>I</b>	44	£46,321	£3,860	£24.01
560-639	<b>L</b>	51	46,571	3,881	24.14		45	£47,502	£3,959	£24.62
		52	47,731	3,978	24.74		46	£48,686	£4,057	£25.24
		53	48,886	4,074	25.34	<b>M</b>	47	£49,864	£4,155	£25.85
640-739	<b>M</b>	54	50,041	4,170	25.94		48	£51,042	£4,254	£26.46
		55	51,188	4,266	26.53		49	£52,212	£4,351	£27.06
		56	52,342	4,362	27.13	<b>HS1</b>	50	£53,389	£4,449	£27.67
740-900	<b>HS1</b>	57	53,504	4,459	27.73		51	£54,574	£4,548	£28.29
		58	54,662	4,555	28.33		52	£55,755	£4,646	£28.90
		59	55,820	4,652	28.93	<b>HS2</b>	53	£56,936	£4,745	£29.51
		60	62,199	5,183	32.24		54	£63,443	£5,287	£32.89
		61	63,610	5,301	32.97		55	£64,882	£5,407	£33.63
900-1100	<b>HS2</b>	62	65,025	5,419	33.71	56	£66,326	£5,527	£34.38	
		63	66,440	5,537	34.44	57	£67,769	£5,647	£35.13	
		64	67,852	5,654	35.17	58	£69,209	£5,767	£35.87	

**STAFFING COMMITTEE**

**DATE OF MEETING: 29 APRIL 2019**

**TITLE OF REPORT: EMPLOYEE VOLUNTEERING POLICY**

**Report of: Health and Policy Project Officer**

**Cabinet member: Portfolio Holder for Partnerships**

**1 PURPOSE OF REPORT**

1.1 The report sets out proposals for the council to support employees who wish to volunteer their help, time and support to the local community within working hours, and seeks approval to pilot the proposed Employee Volunteering Policy set out in Appendix I, for a period of one year.

**2 OFFICER RECOMMENDATION**

2.1 That the new Employee Volunteering Policy be considered.

2.2 That the new Employee Volunteering Policy be adopted as a one year pilot.

2.3 That the Joint Chief Executive be delegated, in consultation with the Chairman of the Staffing Committee, to consider the retention of the volunteering policy at the end of that year, based on a review of impacts and achievements.

**3 BACKGROUND**

3.1 Volunteering makes an essential contribution to the wellbeing of Hart. Hart District Council works closely with Hart Voluntary Action - the Council for Voluntary Services – to foster volunteering across the district.

3.2 Employee volunteering can bring a wealth of benefits to the Council, to the volunteering employee and to the wider community. The Council can benefit from improved employee job satisfaction and morale, an enhanced reputation, and strengthened relationships with voluntary and community sectors. For employees, volunteering can support development, bring a sense of personal achievement, and enhance health and wellbeing. Volunteering can help to build a more robust and resilient society, help to deliver services and improve communities.

3.3 As in the rest of the UK, the context of volunteering in Hart is changing, with people less able to volunteer than in previous generations due to the pressures on their time, an increase in paid work outside the home and additional caring responsibilities within families. In 2017, 52% of respondents to the government's annual Community Life Survey cited work commitments as the main barrier to volunteering.

3.4 Many of our employees already volunteer within the community, outside of their working hours. However, it is felt that we could do more to encourage and support our staff who wish to volunteer and so the council proposes to introduce its own

employee volunteering scheme. The Employee Volunteering Policy sets out a proposed approach to support employees who wish to volunteer their help, time and support to the local community within working hours.

#### **4 CONSIDERATIONS**

- 4.1** Leave allowances for public duties are covered by the Council's Leave Policy. This includes leave for election work such as acting as a Presiding Officer or Poll Clerk and leave for Jury Service.
- 4.2** However, the proposed Volunteering Policy takes this a step further. It will amend the existing Leave Policy to provide staff with the ability to claim two days paid leave (pro-rata for part time staff) to volunteer.
- 4.3** The Volunteering activities are closely defined and must be undertaken with recognised not-for-profit organisations, groups or services which run activities for the benefit of the Hart community. For example, this may include voluntary organisations, community groups and schools.
- 4.4** To ensure a continuity of the council's services, participating employees must obtain approval from their line manager before committing to any volunteering activity within their working hours.
- 4.5** Employees may use their volunteering hours flexibly, one day at a time, two together or broken down into hours to fit the needs of the activity and the organisation or group they are volunteering with. This is essential to ensure the scheme is mutually beneficial for the employee and placement organisation.
- 4.6** The policy provides some examples of how an employee might use their volunteering days but the ways in which an employee can volunteer is not limited to these examples.
- 4.7** The employee and their line manager must satisfy themselves that the organisation or group offering the volunteering opportunity has carried out a risk assessment of the volunteering environment/activity and that they have the relevant liability insurance. The Council's insurance does not provide any cover for employees whilst volunteering because it has no control over the work the volunteers are doing.
- 4.8** To ensure a holistic view of this policy, both the council's Customer Champion group and Corporate Health, Safety and Wellbeing Committee have been consulted.
- 4.9** As this is a completely new approach for the council, it is proposed that this policy be subject to a one year trial with a review at the end of this period. The review will be in consultation with the management team and staff to consider the impacts and achievements. Subject to approval of the Staffing Committee, the decision to continue the Volunteering Policy will be delegated to the Joint Chief Executive in consultation with the Chairman of the Staffing Committee.
- 4.10** An equalities impact assessment has been undertaken and there are no adverse impacts of the policy.

## **5 FINANCIAL IMPLICATIONS**

- 5.1** Requests for time off will be met within existing resources. The financial implications of the Employee Volunteering Scheme are measured mainly in paid staff time and therefore the costs associated with the Scheme will be dependent upon the level of take up by staff. Assuming a 10% take up, the cost of staff time would be in the order of £4000 per annum, assuming no replacement cover.
- 5.2** This cost of staff time would in effect be an in-kind contribution to the community.

## **6 ACTION**

- 6.1** Subject to the Employee Volunteering Policy being approved, the policy will be launched with staff. The Council's Health and Policy Project Officer will work closely with Hart Voluntary Action and other partners to ensure the policy is mutually beneficial for the council, its staff and Hart's communities. A review will be undertaken at one year.

**Contact Details:** Liz Glenn / ext. 4228 / [liz.glenn@hart.gov.uk](mailto:liz.glenn@hart.gov.uk)

**APPENDICES - Appendix I – Employee Volunteering Policy**



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Employee Volunteering Policy

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<b><i>Date created</i></b>		<b><i>Department</i></b>	Human Resources
<b><i>Review date</i></b>		<b><i>Version</i></b>	1.0
<b><i>Effective date</i></b>			
<b><i>Equality Impact Assessment: (EIA)</i></b>	Issues (if any):		
	Date undertaken:		



### **Employee Volunteering Policy**

1. Policy Statement
2. Scope
3. Benefits of volunteering
4. Volunteering allowance and conditions
5. Choosing and arranging a volunteering opportunity
6. Guidance for line managers
7. Volunteering principles
8. Recording volunteering time
9. After volunteering

#### **Appendix A – Checklist for employee and manager**

***Hart District Council believes that the interests of staff and the Authority are best served by the formulation and implementation of clear and consistent employment policies and procedures. This statement details the Authority's position in regards to Dignity at Work issues. If a Dignity at Work complaint needs to be managed the Grievance Policy and Procedure will be followed. All action will be undertaken in line with the ACAS Code of Practice on Discipline and Grievance It takes into consideration all legal requirements and will be applied in accordance with the Council's Comprehensive Equalities Policy and Corporate Equality Scheme, which outlines the Council's commitment to treat all its employees with dignity and respect.***

## **Employee Volunteering Policy**

### **1. Policy statement**

Hart District Council is committed to volunteering and works closely with Hart Voluntary Action - the Council for Voluntary Services – to foster volunteering across the district.

The Hart Employee Volunteering Scheme aims to enable all Council employees to get involved in volunteering in the local community.

### **2. Scope**

- 2.1 Many employees already volunteer, outside of their normal working hours. This policy sets out the councils approach to supporting employees to volunteer in working hours. The time allocated to employees for the purpose of volunteering is not intended for placements outside of normal working hours. However, employees may use their volunteering hours in a familiar environment, known to them outside of work, during their normal working hours if they can show that this will be of benefit to them and the volunteer organisation, and as long as the volunteering opportunity meets the condition set out in 4.3.
- 2.2 Volunteering can be undertaken as an individual or as part of a group or team
- 2.3 If a team volunteering event is undertaken, for example to complete a 'challenge', this will normally be seen as part of the paid time off given to individuals for the purpose of undertaking volunteering and should be recorded on the spreadsheet accordingly. However, at your line manager's discretion, team volunteering may be seen as a team building event outside of individual volunteering, in which case you may still be entitled to 2 days for individual volunteering.
- 2.4 Managers should ensure that when considering team volunteering activities they avoid activities that may exclude certain individuals or groups within the team, for example, those staff with a disability or those from different cultural backgrounds. The participation of individuals in any team volunteering activity is voluntary and those not wishing to participate should not suffer any detriment.

### **3. Benefits of volunteering**

- 3.1 Employee volunteering can bring a wealth of benefits to the Council, to the volunteering employee and to the wider community
- 3.2 For volunteers, it can:
  - bring a sense of personal achievement and self-worth by contributing to the community
  - give others the benefit of your experience and skills
  - support your personal development
  - be fun, social and enhance your health and wellbeing

- give a broader outlook and appreciation of diverse communities
- help adjustment from work to retirement

**3.3 For the community, it can:**

- help to deliver services and improve communities
- build a more robust and resilient society
- improve relationships between council staff and residents.

**3.4 For the council, it can:**

- improve employee job satisfaction, morale, commitment and performance
- enhance its reputation and profile
- help it to attract and retain high-performing employees
- encourage individual and team development
- strengthen relationships with voluntary and community sectors – creating a ‘one team’ approach
- help to demonstrate its commitment and support to employees by encouraging them to play a more active role in society.

**4. Volunteering allowance and conditions**

**4.1 All employees are allowed two days (14.8 hours) pro-rata per year paid time off to volunteer. The two days pro-rata must be taken within the leave year 1 April – 31 March.**

The 2 days volunteering hours are calculated pro-rata to working hours e.g. if you work for half of every week, you would be able to volunteer for 7.4 hours per annum.

**4.2 You must obtain approval from your line manager before committing to any volunteering activity within working hours. You should do this at least two weeks in advance. As with annual leave, the needs of the service must be taken into account and you must obtain agreement to volunteering leave before making any commitments to an organisation.**

Your line manager can refuse your request to volunteer if this is due to operational reasons. In doing so, they should make their reasons for refusal clear. If your manager does not approve your proposed volunteering activity, you have the right to a review of the refusal through your manager’s manager. Your manager will need to evidence the reason for their decision.

**4.3 Volunteering activities must be undertaken with recognised not-for-profit organisations, groups or services which run activities for the benefit of the Hart community. For example, this may include voluntary organisations, community groups and schools.**

- 4.4 You may also use your volunteering hours to volunteer for a limited number of council-run initiatives but only where this is not part of your day-to-day role. See section 5 for details.
- 4.5 There should be no conflicts of interest, e.g. political campaigning
- 4.6 You can use your volunteering time flexibly, one day at a time, two together or broken down into hours to fit the needs of the activity and the organisation or group you are volunteering with. You will need to discuss this with your manager to make sure that this fits both your and the team's needs.

4.7 **Public duties**

Leave allowances for public duties are covered by the Council's Leave Policy. This includes leave for election work such as acting as a Presiding Officer or Poll Clerk and leave for Jury Service.

**5. Choosing and arranging a volunteering opportunity**

- 5.1 Before you volunteer, you should discuss with your manager the type of volunteering you wish to do.

For example, you could use your volunteering days to:

- undertake a volunteering opportunity which supports the development goals set out in your PDR
- share your time and skills with a voluntary organisation, community group, school or other not-for-profit organisation
- explore activities that have the potential for longer-term volunteering, for example, spending time with a charity or job-shadowing another volunteer to gain experience and knowledge
- help out on a one-off project, whether individually or as part of a team
- undertake specific training or another activity linked to a new or current volunteering role, where this training or activity cannot be undertaken outside of normal working hours, for example, training associated with a volunteer role as an Adult Cadet Instructor
- help to maintain the community garden at Edenbrook
- volunteer at a corporate volunteering day with The Countryside Service (two days will be offered per year). This will include a variety of tasks on Hart District Council owned countryside sites. Tasks will be physical in an outdoor setting, either habitat management to increase the biodiversity value of a site or access improvements for improved visitor facilities.
- offer your time through the Council's Employment Skills Café, for example, conducting a mock interview to help someone prepare for interviews

If you know which organisation you would like to volunteer for, you should contact the organisation to find out what opportunities are available, then speak to your manager.

If you don't know what sort of volunteering you would like to do you can contact Hart Volunteer Centre run by Hart Voluntary Action on 01252 627070.

Volunteering opportunities will be publicised from time to time in the Staff Newsletter and at Staff Briefings.

## 5.2 Time4Hart

Time4Hart is a time bank run by Hart Voluntary Action. The time bank offers a simple and flexible way for local individuals and organisations to share time, skills and support with each other. One time credit is earned for every hour of support provided to the time bank. Any time credits earned by employees during their employee volunteering hours will be donated to the Time4Hart Community Pot, to be used to support vulnerable members of the community.

## 5.3 Health and Safety

Once you have identified a volunteering activity, you and your line manager should satisfy yourselves that the organisation or group you will be volunteering for has carried out a risk assessment of the volunteering environment/activity and that there is no unnecessary risk to you.

## 5.4 Insurance

You and your line manager should satisfy yourselves that the organisation you are volunteering with is picking up any liability from the work they do. The organisation's definition of 'employee' should include 'volunteers' under both the Employers and Public Liability policies. The Council's insurance does not provide any cover for employees whilst volunteering because it has no control over the work the volunteers are doing.

## 5.5 Expenses

Please discuss out of pocket expenses with the organisation with which you are volunteering.

## 5.6 Disclosure and Barring Service

Certain activities that involve working with young people or other vulnerable groups may require you to have a check by the Disclosure and Barring Service. The organisation that you are volunteering with will indicate if this is necessary.

## 5.7 Training

The organisation with which you volunteer is responsible for providing any induction or other training to allow you to perform your volunteering role and remain safe.

If you are involved in volunteering using your own car, you will need to check that your own motor policy is suitable.

## 5.8 The council will consider making reasonable adjustments for disabled staff to enable them to participate in a volunteering activity e.g. allowing staff to use specialist equipment such as a council provided adapted phone at the volunteer placement

## **6. Guidance for line managers**

- 5.9 Although the council encourages employee volunteering, the final decision to release employees must rest with line managers. Line managers must be sure that agreeing to a volunteering opportunity will be beneficial to the employee, the wider team and/or the council.
- 5.10 Work pressures will obviously play a part in line managers being able to release people. However, managers will be encouraged to support their staff who want to volunteer. Flexibility from managers and staff will be key to making volunteering work. Team Leaders may need to share the time available for volunteering across the team and therefore arrangements will need to be reviewed regularly. There is no additional resource for covering time off authorised and this must be accommodated from existing resources.
- 5.11 Line managers should be consistent in approach. Volunteering is open to all employees, whatever their grade or work pattern. Therefore all employees should be encouraged to volunteer. Line managers should also ensure that they adhere to the council's equality policies to ensure that there is no discrimination or unfair treatment against any employees.

## **7. Volunteering principles**

When volunteering, you agree to:

- Follow the relevant policies and procedures of the organisation for which you volunteer
- Report any problems you experience to your manager and the Volunteer Centre (where it has acted as a broker)
- Aim to fulfil the commitment you have made and inform your named contact in the volunteering organisation if you are unable to attend

The code of conduct continues to apply to employees when volunteering.

## **8. Recording volunteering time**

You must keep a record of the volunteering hours you use each year. This should be done using the 'Volunteering' tab on your Flexi Timesheet.

## **9. After volunteering**

You should discuss your volunteering activity with your manager.

After completing your opportunity you may, if you wish, send a case study to the Communications team, for inclusion in the staff newsletter. This highlights successful individual projects and team challenges, to encourage others to volunteer in the future.

**Appendix A Checklist for employee and manager**

The employee will:	
	Identify a volunteering activity they would like to take part in, which meets the conditions set out in section 4
	Approach the organisation or community group to discuss the volunteering activity with them
	Discuss their volunteering request with their manager and provide the following details: <ul style="list-style-type: none"> <li>• name and contact details of the organisation</li> <li>• number of days/hours requested</li> <li>• brief description of proposed activity</li> </ul>
	Report any problems you experience to your manager and the Volunteer Centre (where it has acted as a broker)
	Record the volunteering time on the spreadsheet once they have completed the activity
	Provide a short write up for the staff newsletter if they wish to
The Manager and Employee will:	
	Consider employee volunteering at one-to-ones, for example, in relation to personal development
	Satisfy themselves that suitable liability insurance is in place to cover the Employee/activity
	Satisfy themselves that the organisation has undertaken a risk assessment of the volunteering environment/activity and that there is no unnecessary risk to the employee
	Discuss the volunteering activity after the activity has taken place
The Manger will:	
	Seek further advice on risk/insurance as necessary
	Authorise or decline the request and discuss the decision with the employee



# **EQUALITY IMPACT ASSESSMENT Tool**

<b>Service</b>	
<b>Policy, practice, function or project assessed</b>	Employee Volunteering Policy
<b>Lead Officer</b>	Liz Glenn, Health and Policy Project Officer
<b>Team</b>	
<b>Start date of assessment</b>	1 March 2019
<b>Completion of assessment</b>	5 April 2019
<b>Is this an initial EqIA?</b>	Yes
<b>Is this a full EqIA?</b>	No

## **Guidance**

Please familiarise yourself with this guidance before commencing an EqIA.

### **What is an Equality Impact Assessment (EqIA) and why do we need them?**

The Equality Duty 2010 requires public bodies to have “due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations in the course of developing policies and delivering services”<sup>1</sup>.

There is no longer a public duty under the Equality Act 2010 to complete impact assessments but they support good decision making by encouraging us to think about the likely (or actual) impact of our work on each of the ‘protected characteristics’ covered under the Equality Act which are:-

- Age
- Disability
- Gender Reassignment
- Race
- Religion or Belief
- Sex
- Sexual Orientation
- Marriage or civil partnership
- Pregnancy and maternity

They also help us to evidence how we have had ‘due regard’ to the Equality Duty.

The primary function of the EqIA should be to determine the extent of differential impact upon the relevant groups and in turn whether that impact is adverse, that is whether it has a negative impact on groups or individuals in relation to one or more of the protected characteristics.

An Equality Impact Assessment involves anticipating the consequences of policies and activities on equality groups and making sure that, as far as possible, any negative consequences are eliminated or minimised and opportunities for promoting equality are maximised. This helps to ensure that our policies, services and functions are appropriate and accessible to all and meet different people’s needs.

Service and policy designers need to be open to revising their policy or proposal during its development if the EqIA identifies potential negative impacts, particularly if these are likely to be unlawfully discriminatory.

Information on the due regard to equalities when considering the formulation of a new policy or service should be included in the relevant Cabinet report.

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<sup>1</sup> [www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty](http://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty)

## What are the possible outcomes of an EqIA?

An EqIA has four possible outcomes and more than one may apply to a single policy:

### **Outcome 1: No major change**

The EqIA demonstrates the policy is robust; there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.

### **Outcome 2: Adjust the policy**

The EqIA identifies potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality.

### **Outcome 3: Continue the policy**

The EqIA identifies the potential for adverse impact or missed opportunities to promote equality. Clearly set out the justifications for continuing with it. The justification should be included in the EqIA and must be in line with the duty to have due regard. For the most important relevant policies, compelling reasons will be needed.

### **Outcome 4: Stop and remove the policy**

The policy shows actual or potential unlawful discrimination. It must be stopped and removed or changed. (The codes of practice and guidance on each of the public sector duties on the Commission's website provide information about what constitutes unlawful discrimination.)

## When do I need to complete an EqIA?

You should carry out an EqIA when reviewing, making changes to or developing new and existing policies, strategies and functions that are **relevant** to equality. This can be determined as follows:

**RELEVANT** – Impact Assessment should be done

- The policy, strategy or function will impact on people (residents, staff or people living, visiting or working in Hart District)
- The policy, strategy or function may benefit some people or communities and not others

**NOT RELEVANT** – Impact Assessment not needed

- No intended impact on people
- The policy, strategy or function is administrative only

It is important that the EqIA process is used right from the start, whether developing or reviewing a policy or proposal or considering budget proposals. This will ensure equality considerations are at the centre of our thinking about potential changes affecting people.

You will also need to understand the impact on equality when implementing a policy that has been developed elsewhere, for example by a government department. While responsibility for the policy itself may rest with the department that developed it, you may have choices in how you implement it. Consider whether any mitigating measures or alternative ways of delivering your policies could minimise any negative impacts on people with different protected characteristics.

## Carrying out an EqIA

EqIAs need to be proportionate to the decision being made.

There are two stages to equality impact assessment and you may only need to complete Step 1.

### **Stage 1**

This is an **initial** assessment to help us decide whether a full impact assessment is necessary. Because of this assessment, you will have checked that your policy, function or service does not

have potential for adverse impact on those groups covered by the protected characteristics and you will have identified relevant action you need to take.

This stage is usually quick, based on available evidence (including value judgements), and is a pointer to further action when necessary.

## Stage 2

You should proceed to a full impact assessment if your initial assessment identifies that the policy or function would have an adverse impact (medium or high impact) on one or more target group. The full assessment is likely to involve gathering and analysing a wider range of evidence.

### What is an impact?

1. **Positive Equality Impact:** will reduce discrimination against people in a protected characteristic group, improve equality of opportunity for them as individuals or a group, or improve relations between people in different protected characteristic groups. Not all policies can be expected to benefit everyone equally, particularly if they are targeted at addressing particular problems affecting one group of people. This is permissible but any positive impacts justifiable in law must not amount to discrimination for any other protected characteristic group.

**Example 1** A targeted health improvement campaign for young men between the ages 16 to 24 would have a positive impact on this age group, compared with its impact on other age groups and women. It would not however have a negative impact on other age groups or women.

**Example 2** A local authority decides that based on the small number of women in senior management positions, it will promote leadership and development training to increase the number of women in senior management positions within the organisation. This is an example of legitimate positive action designed to encourage women to apply for jobs in which they are historically under represented.

2. **Neutral Equality Impact:** a proposal with neither a positive nor negative impact on those in a protected characteristic group. It is acceptable for a proposal to have neutral impact but consideration should be given to developing the proposal so that it has a positive impact on the protected characteristic group/s affected.
3. **Negative Equality Impact:** an impact that could disadvantage one or more protected characteristic groups. A proposal may result in greater disadvantage for one protected characteristic group in comparison to another. Where any negative impacts are identified effort should be made to assess the level of the negative impact and as far as possible, the number of people affected or likely to be affected.

**Example 1** Holding a public meeting as a part of a consultation exercise in a building that does not contain an induction loop system is likely to have a negative impact on people who use hearing aids.

**Example 2** A policy that the Council will only accept applications for a service in writing could have a negative impact on several protected characteristic groups including, for example, people with learning disabilities, people with some sensory impairments and people for whom English is not their first language.

When assessing the potential impact of a proposal on any particular group or individual you could consider the following:

- their communication needs
- their health and mobility
- their income - from employment, pension or benefits
- the nature of their employment – full time /part time/ temporary
- where they live - including geographic location - urban/rural
- whether or not they are homeless
- their responsibility for others e.g. as a carer

Further guidance on issues to consider can be found in Appendix A.

### **Using evidence to assess impact**

An EqlA should be informed by evidence and equality information.

This may include research undertaken at local or national level, information about the local community including Census findings to help you establish the numbers of people with different protected characteristics, service delivery information about service users/customers and levels of satisfaction, results of engagement activities such as consultations. Evidence may have been gathered routinely through regular engagement with service users, equality groups and communities; or through engagement specifically undertaken to improve understanding of the impact of this proposal.

If you do not have equality information about people with particular protected characteristics, consider whether you need to fill information gaps. This could mean undertaking short surveys, or some engagement work. If it is not possible to collect this in time to inform your assessment, consider how you can increase your understanding in the short term before undertaking more robust research at a later date. This could mean, for example, meeting with stakeholders. The information that you collect at a later date will be valuable for your monitoring and review work.

If you would like to discuss an EqlA or have questions about this guidance and template email [liz.glenn@hart.gov.uk](mailto:liz.glenn@hart.gov.uk)

## Template

### **A. POLICY, PRACTICE, FUNCTION OR PROJECT TO BE ASSESSED**

#### **A1. Please describe what are the main aims, objectives, purpose and intended outcomes of the policy or function?**

The Employee Volunteering Policy sets out the council's approach to support employees who wish to volunteer their help, time and support to the local community within working hours.

The policy sets out the employee volunteering allowance, criteria and process to be followed by employees and line managers.

#### **A2. Is this policy or function associated with any other Council policy or priority?**

This policy will contribute to delivering the council's 20 year vision to keep Hart a healthy and desirable place to live, work and visit.

This policy is designed to enhance staff satisfaction and wellbeing by providing them with the opportunity to undertake volunteering which brings a sense of personal achievement and connection to local communities.

The policy is also designed to benefit the community by enabling staff to give their time, skills and expertise to support not-for-profit organisations and community groups to deliver services and improve communities.

#### **A3. Who are the intended beneficiaries/stakeholders of the policy or function? How many people are affected and from what sections of the community?**

The policy applies to all staff is intended to deliver mutual benefit to the council, employees and the community.

#### **A4. Is the policy/function corporate and far-reaching?**

Yes

#### **A5. Are you expecting to make any significant change to the policy or service in the near future? If so, please give details.**

The policy will be subject to a review at the end of year 1 to ensure it is fit for purpose and is acceptable to the council, employees, partners and the community

#### **A6. Is this a new or existing policy or function?**

New policy

## **B. EVIDENCE/ DATA and CONSULTATION**

It is important to consider all information that is available in determining the likely impact of the policy or function. Please attach examples of monitoring information, research or consultation reports. If you do not have equality information about people with particular protected characteristics, consider whether you need to fill information gaps.

### **B1. What monitoring or other information do you have about relevant target groups, which helps you to assess the likely impact of the policy or function?**

Volunteer numbers across the UK have seen a 15% decline over the last decade and this decline is broadly reflected in Hart.

Volunteers aged 65+ make up around 25% of volunteers in the UK. However, anecdotal evidence suggests that people may now be experiencing greater demands on their time including continuing to work later in life and multiple caring responsibilities for grandchildren as well as older parents, which may mean they have less time to volunteer.

Forecasts suggest that the population of Hart will grow from 93,300 in 2014 to 99,100 in 2021 with the largest percentage increases forecast in the 65-84 and 85+ age groups (14.5% and 48.8% respectively). While this may increase the pool of potential volunteers aged 65+, there is likely to also be increased demand on services and family carers, thereby increasing the demands on people's time and the need for volunteers.

In the UK, people aged 16-24 are most likely to volunteer (nfpSynergy, Facts and Figures: Volunteering, 2016), however, Hart has a lower percentage of people aged 20-24 than Hampshire and the South East, meaning that the pool of volunteers within this age group is smaller.

### **B2. Have you compared the data you have with the equality profile of the local population? What does it show? For example, are certain protected characteristics under-represented**

See above.

### **B3. Have you identified any improvements or other changes that could be made from monitoring the data?**

Volunteering makes an essential contribution to the wellbeing of Hart. As volunteering rates decline, employee volunteering could help to mitigate some of this impact. However, it is important to recognise that employee volunteering will not address gaps in long term/regular volunteering which is essential to ensure that local community groups and voluntary organisations and other not-for-profit services can continue to support Hart communities.

### **B4. Have you consulted or involved external stakeholders about the policy or function? If so, what has been learnt from them?**

Initial engagement has been undertaken with Hart Voluntary Action to shape the policy. This has highlighted potential challenges to identifying volunteering opportunities which can be done in one or two days. It is therefore important that employees can use their time flexibly, broken down into hours to fit the needs of the activity and the organisation or group they are volunteering with, balancing this with the needs of the service.

**B5. Have you undertaken any consultation with staff to assess their perception of any impacts of the policy or function? If so, what has been learnt from them?**

Initial engagement has been undertaken with the Customer Champions group which brings together staff from across the council. The group are positive about the policy and benefits of employee volunteering and have helped to shape the policy.

**B6. Please provide information about any other consultation, research, or involvement undertaken in relation to this impact assessment.**

The Corporate Health, Safety and Wellbeing Committee has been engaged.

**CI. IMPACT OF THE POLICY OR FUNCTION**

Assess the potential impact on each of the equality strands/groups. The impact could be negative, positive or neutral. If you assess a negative impact for any of the groups then you will need to assess whether that impact is low, medium or high. Refer to the evidence you use.

<b>DESCRIPTION OF IMPACT</b>	<b>Nature of Impact</b> (Positive, Neutral, Negative)	<b>Extent of Impact if Negative</b> (Low, Medium, High)
<b>SEX:</b> Identify the potential impact of the policy or function on men and women	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>RACE:</b> A group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>DISABILITY:</b> A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.	Neutral	
Describe the impact and give a summary of your reasons including any evidence	<p>The policy will apply to all staff.</p> <p>The policy requires managers to ensure that when considering team volunteering activities they avoid activities that may exclude certain individuals or groups within the team, for example, those staff with a disability or those from different cultural backgrounds.</p> <p>The council will consider</p>	

	making reasonable adjustments for disabled staff to enable them to participate in a volunteering activity e.g. allowing staff to use specialist equipment such as a council provided adapted phone at the volunteer placement	
<b>AGE:</b> Identify the potential impact of the policy or function on different age groups	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>SEXUAL ORIENTATION:</b> Identify the potential impact of the policy on lesbian, gay, bisexual or heterosexual people	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>RELIGION OR BELIEF:</b> Identify the potential impact of the policy on people with different religions or beliefs	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>GENDER REASSIGNMENT:</b> The process of transitioning from one gender to another.	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>MARRIAGE AND CIVIL PARTNERSHIP</b>	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>PREGNANCY AND MATERNITY</b> Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	Neutral	
Describe the impact and give a summary of your reasons including any evidence	The policy will apply to all staff.	
<b>OTHER – E.g. Carers, Rurality</b>		
Describe the impact and give a summary of your reasons including any evidence		

**If you have identified ANY potential negative impact, please complete C2, 3 and 4 below. If the proposal is considered to be discriminatory to the extent that it is unlawful it must be rejected or substantially modified. If no potential negative impacts have been identified, please go to C5.**

**C2. Could you minimise or remove any potential adverse impact that is high, medium or low significance?**  
 Yes  (see C3)  
 No  (see C4)

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**C3. Describe in detail the actions you will take to minimise or remove any potential adverse impact (the resulting modified policy or function must be re-assessed to confirm its impact as per C1)**

N/A

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**C4. Where negative impacts cannot be removed or minimised any further, clearly state your justification for continuing with this proposal.**

N/A

**C5. What actions could be taken to further improve the impact of the policy or function on equalities (enhance positive impacts or make neutral impacts into positive impacts)?**

N/A

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**C6. Does the policy or function actively promote equal opportunities and good community relations? Or could changes be made so that it does so?**

The policy aims to strengthen links between the council and the community. Volunteering can help to develop a more robust, resilient and connected society. Employee volunteering hours could be used to foster good community relations such as supporting intergenerational activities.

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**C7. Please provide any further information, qualitative or quantitative that does not fit into the questions but you feel has a likely impact on this assessment.**

<b>D. CONCLUSIONS</b>			
<b>D1. Was there sufficient data to complete the assessment?</b>	Yes	<input type="checkbox"/>	<b>If “NO”, what arrangements are in place for evidence gathering and continuing with the assessment?</b>
<b>D2. Do you have any other conclusions/outcomes from the assessment?</b>			

**ACTION PLAN to minimise or remove potential adverse impacts, or enhance positive impacts**

<b>Action</b>	<b>Planned Milestone</b>	<b>Officer Responsible</b>
Engage with staff, Hart Voluntary Action and other partners to ensure the policy is mutually beneficial for the council, its staff and Hart's communities	Throughout year 1	Liz Glenn, Health and Policy Project Officer

**RESOURCES - Does the above action plan require any additional resources?**

No

**ARRANGEMENTS FOR MONITORING**

**a) How will implementation of this policy or function be monitored, how frequently and by whom?**

Regular updates will be provided to the Corporate Health, Safety and Wellbeing Committee throughout the one year trial

Staff and managers involved in employee volunteering during year one will be asked for their feedback

Volunteer placement organisations will be asked for their feedback at the end of the one year trial

**b) How will the results of the monitoring be used to develop it in the future?**

The results of this monitoring and review will be used to decide whether the policy

a) continues beyond the one year trial period

b) is amended in any way

**c) What is the timescale for reviewing the impact of this policy or function?**

One year

<b>Signature of Lead Officer</b>	<i>Liz Glenn</i>	<b>Date: 5.4.2019</b>
<b>Signature of Corporate Manager or Chief Officer:</b>		<b>Date:</b>

**Potential Equality Impacts: Issues to Consider**

The following provides a prompt for the types of impacts that it may be possible to have on different equality groups. The issues identified are not intended to provide a comprehensive or exhaustive list of issues, but should help in the identification of specific actions that need to be taken. Whilst a particular section of the community will have common interests and concerns, they are not one and the same. For example, women will have differing needs and concerns depending on age, ethnic origin, disability etc. You should also consider that equality impacts do not just apply to minority groups – for example, young working class men currently achieve lower academic qualifications than many other groups. You should therefore think about the impact of your actions on all groups, not just minority groups.

**Ethnicity/Race and culture: You may like to consider:**

<ul style="list-style-type: none"> <li>• Access to jobs and training</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information translation interpretation</li> </ul>	<ul style="list-style-type: none"> <li>• Access to appropriate services</li> </ul>
<ul style="list-style-type: none"> <li>• Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Religion, faith or belief</li> </ul>	<ul style="list-style-type: none"> <li>• Racial harassment and violence</li> </ul>
<ul style="list-style-type: none"> <li>• Participation in public life</li> </ul>	<ul style="list-style-type: none"> <li>• Resources for voluntary / community groups</li> </ul>	<ul style="list-style-type: none"> <li>• Support for business development</li> </ul>
<ul style="list-style-type: none"> <li>• Exclusion from social groups/events</li> </ul>	<ul style="list-style-type: none"> <li>• Stereotyping</li> </ul>	

**Gender: Issues for women include: -**

<ul style="list-style-type: none"> <li>• Concern about personal security and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Sexual harassment and attacks</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and training opportunities</li> </ul>
<ul style="list-style-type: none"> <li>• Mobility and transport</li> </ul>	<ul style="list-style-type: none"> <li>• Health and social services</li> </ul>	<ul style="list-style-type: none"> <li>• Leisure and recreation facilities</li> </ul>
<ul style="list-style-type: none"> <li>• Caring for dependents</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in public life</li> </ul>	<ul style="list-style-type: none"> <li>• Access to education</li> </ul>

**Gender: Issues for men may include: -**

<ul style="list-style-type: none"> <li>• stereotyping</li> </ul>	<ul style="list-style-type: none"> <li>• School exclusion</li> </ul>	<ul style="list-style-type: none"> <li>• recognition of caring responsibilities</li> </ul>
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• educational attainment	• low take up of health services	• lack of access to flexible working
• personal security and safety		

**Gender: Issues for transsexuals may include:**

• Bullying / Harassment	• Time off for Medical Treatment	• Dress Codes
• Right to Privacy	• Support during transition stage	• Use of single sex facilities
• Support for family / family breakdown	• Low levels of awareness amongst employees	• Home / residential support for older people

**Disability: Issues for disabled people include: -**

• Social isolation	• Health and community care	• Access to education / leisure opportunities
• Mobility and transport	• Access to information (alternative formats)	• Accessibility of buildings / services
• Safety and security	• Participation in public life	• Low incomes / reduced employment
• Access to advocacy		

**Religion Faith or Belief: Issues for people who follow a particular religion may include:**

• Dietary requirements / Fasting	• Arrangements for Birth / Bereavement	• Leave for religious observance
• Religious Observance / Prayer and Daily rituals	• Dress / Jewellery	• Personal Care e.g. Washing / Bathing
• Gender differences and physical contact	• Rites of passage / religious initiation	• Greetings
• Stereotyping and racism		

**Age - Older People: Issues for older people may include: -**

<ul style="list-style-type: none"> <li>• Living in a safe community</li> </ul>	<ul style="list-style-type: none"> <li>• Being able to live in their own home</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced income</li> </ul>
<ul style="list-style-type: none"> <li>• Loneliness and isolation</li> </ul>	<ul style="list-style-type: none"> <li>• Being in control / having choice over care</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable, accessible transport</li> </ul>
<ul style="list-style-type: none"> <li>• Bereavement</li> </ul>	<ul style="list-style-type: none"> <li>• Access to local facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Caring for a partner, child or grandchild</li> </ul>
<ul style="list-style-type: none"> <li>• General health issues</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health issues, often associated with social isolation</li> </ul>	

**Age - Young People: Issues for younger people may include: -**

<ul style="list-style-type: none"> <li>• Bullying / Peer Pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Education / Training / Employment Options</li> </ul>	<ul style="list-style-type: none"> <li>• Income / budget management</li> </ul>
<ul style="list-style-type: none"> <li>• Access to leisure activities</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Development / Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Transport</li> </ul>
<ul style="list-style-type: none"> <li>• Having a say in decisions which affect them</li> </ul>	<ul style="list-style-type: none"> <li>• Caring for a sibling or a parent</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation</li> </ul>
<ul style="list-style-type: none"> <li>• Stereotyping: many older people see young people as threatening</li> </ul>	<ul style="list-style-type: none"> <li>• Some groups of young people may feel excluded e.g. BME groups</li> </ul>	

**Sexual Orientation: Issues for gay, lesbian, or bisexual people may include:**

<ul style="list-style-type: none"> <li>• Bullying / hate crime</li> </ul>	<ul style="list-style-type: none"> <li>• Intrusive questions / right to privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Depression / self harming</li> </ul>
<ul style="list-style-type: none"> <li>• Rejection by family</li> </ul>	<ul style="list-style-type: none"> <li>• Stereotyping</li> </ul>	<ul style="list-style-type: none"> <li>• Safe environment to come out in</li> </ul>
<ul style="list-style-type: none"> <li>• Attainment /staying on at school</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace benefits for partners e.g. pensions</li> </ul>	<ul style="list-style-type: none"> <li>• Family life including adoption and fostering</li> </ul>
<ul style="list-style-type: none"> <li>• 'Heterosexism' (lesbian, gay and bisexual people often cannot see their lifestyle reflected in any social 'norms' or values)</li> </ul>		

**Deprivation and rural isolation: issues may include:**

<ul style="list-style-type: none"> <li>• Ability to read/understand complex forms and documents</li> </ul>	<ul style="list-style-type: none"> <li>• Access to employment/education/training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Access to leisure activities</li> </ul>
<ul style="list-style-type: none"> <li>• Economic status - ability to pay for services or support or travel to services</li> </ul>	<ul style="list-style-type: none"> <li>• Access to benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Ability/knowledge to lead healthy lifestyles</li> </ul>
<ul style="list-style-type: none"> <li>• Ability and opportunity to travel to access services (e.g. consider whether people in rural areas could access your service by public transport)</li> </ul>	<ul style="list-style-type: none"> <li>• Income/budget management</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation</li> </ul>

## STAFFING COMMITTEE

**DATE OF MEETING:** 29 APRIL 2019

**TITLE OF REPORT:** ORGANISATIONAL DEVELOPMENT STRATEGY –  
CONSULTATION OUTCOMES

**Report of:** Joint Chief Executive

**Cabinet member:** Councillor David Neighbour, Leader

### 1 PURPOSE OF REPORT

- 1.1 The purpose of this report is for Staffing Committee to consider the comments of staff on the draft organisational development strategy consultation and any suggested updates to the strategy, for approval ahead of implementation.
- 1.2 This report should also be considered in the light of the Corporate Plan and emerging Hart 2040 Vision, within the context of the earlier report to Staffing Committee, which approved staff consultation on the draft strategy.

### 2 OFFICER RECOMMENDATION

That Staffing Committee:

- 2.1 Notes the extensive consultation process that has been undertaken
- 2.2 Considers the feedback provided and
- 2.3 Subject to any amendments, delegates the Joint Chief Executive to amend and update the Organisational Development Strategy, ahead of implementation

### 3 BACKGROUND

- 3.1 Staffing Committee will recall, that following the recent Local Government Association Peer Review, there were a number of recommendations for improvement put forward, including the need to develop strategies for organisational development
- 3.2 It was considered an ideal opportunity to reflect on the appropriate design and output of the organisation with many elements of change underway, such as a review of shared services, new ways to deliver services via the digital agenda and commercialisation, as well as the need to consider the effective resourcing of services as part of a reorganisation.
- 3.3 Within this context Staffing Committee approved the consultation with staff on the draft Organisational Development Strategy in December 2018.

## **4 CONSIDERATIONS**

### **4.1 The Consultation Process**

- 4.1.1 The journey began on the consultation process with the new Organisational Development Strategy and new operating model being outlined at the All Staff Briefing that was undertaken in January 2019.
- 4.1.2 Following on from this, an email seeking staff views was sent out to all staff in the middle of February.
- 4.1.3 Five workshop sessions, were then established in March (and April for those unavailable prior to this) to work in some detail into the strategy, it's aims, what this would mean for staff, how we would support them and how officers could feed into the process to mould the final version.

### **4.2 The Feedback**

Anonymised feedback from staff is provided in Appendix 1 and 2 which was received up to the 15<sup>th</sup> April 2019.

Any additional feedback that is received after this time, will be provided to Members as soon as possible in advance of the Committee meeting.

- 4.3 To aid analysis the feedback has been separated into  
Appendix 1: Commentary on the draft organisational strategy e.g. general feedback, requests for clarification and aspects that could be added and  
Appendix 2: Suggestions and ideas from our staff, which could add real value, once the Organisational Development Strategy is in place.
- 4.4 It is suggested that the Organisational Development Strategy is (subject to Staffing Committee support) amended in light of the suggestions in Appendix 1 as follows
  - a. Clarification provided on terms not understood as identified by the feedback
  - b. Add in reference to suggested items into the Organisational Development Strategy, working with those who provided the feedback.

### **5.0 Budgetary Implications**

- 5.1 The Organisational Development Strategy in itself does not give rise to financial costs. However it is clear that the Council is on a journey, of commercialisation, digitalisation, partnership and empowering staff.
- 5.2 Funds have already been allocated via approval from Cabinet for commercialisation, a similar approach is due in the summer with regards to digitalisation. Development and empowerment of staff on those topics, should be funded through approved sums set aside. It remains possible that there will be further needs for staff development and other resource requirements. These would be subject to a separate report to Cabinet for consideration.

**6 ACTION**

That Staffing Committee comments on the results of the consultation and subject to this and any approval, the Organisation Development Strategy is amended ahead of an official launch with staff.

**Contact Details:** Patricia Hughes [patricia.hughes@hart.gov.uk](mailto:patricia.hughes@hart.gov.uk) x4450

**APPENDICES**

Appendix 1 – Anonymised feedback from staff on the draft Organisational Development Strategy

Appendix 2 - Ideas from Staff Arising from the Consultation

**BACKGROUND PAPERS:**

Report to Staffing Committee December 2018 – Draft Organisational Development Strategy

**Appendix I Anonymised Feedback from staff on the draft Organisational Development Strategy**

<b>FEEDBACK ON THE POLICY</b>	<b>PROPOSED CHANGES (IF ANY) OR COMMENTS</b>
<p><b>General Feedback</b></p> <p>I think as an authority, we do a really good job of championing the achievements that the Council makes, so showing our residents how the increased revenue gained from advertising should be easily achievable!</p> <p>I support Commercialisation.</p> <p>Thanks for the opportunity to comment on this. Its pretty comprehensive and well thought through - not easy to spot any omissions.</p> <p>Overall it is a very clear and coherent vision for organisational development It is really positive to see reference to a healthy and resilient workforce as part of the overarching vision.</p>	<p>Thank you for your feedback and support for the new organisational development strategy</p>
<p><b>Seeking Clarification</b></p> <p>What does “strong social capital” mean?</p> <p>Chart in blue saying Year 0, Year 1, Year 2 etc – what dates are these? Is Year 1 this year or next year?</p>	<p>We will clarify ‘social capital’ in the document but in essence it’s the bond that keeps the team together. Year 0 is from 1<sup>st</sup> April 2019</p>
<p><b>Suggestions for Additions</b></p> <p>'Develop our staff, training and empowering them to innovate': Suggest additions:</p> <ul style="list-style-type: none"> <li>• something around creating a coaching culture and learning environment</li> <li>• something about empowering staff to take calculated positive risks in order to deliver differently</li> <li>• welcoming diversity and new ideas, reflecting the communities we serve and making use of the talent and diverse experience of our staff.</li> </ul>	<p>Subject to approval by Staffing Committee, we will amend the organisational development strategy to capture these issues</p>

<p>Develop partnerships to enable delivery:</p> <ul style="list-style-type: none"> <li>• Mention the development of partnerships across the organisation and not only education providers, landowners and leisure providers.</li> <li>• Community, collaboration and partnerships should be a theme throughout the strategy (and the Vision 2040)</li> <li>• The strategy would benefit from a stronger narrative around the council's role as a collaborator and place leader and the workforce skills required for this - working in partnership with our statutory and non-statutory partners and communities, to promote community cohesion, wellbeing and resilience. This will help to ensure our more vulnerable residents are supported and help to manage the demand on our frontline services, within the context of increasing pressures across all statutory partners and the voluntary and community sector. Recognising that our 'customers' are not just individual residents but also community groups who represent some of our more vulnerable residents - what is important to our local groups?</li> <li>• the Organisational Development Vision should make some reference to collaboration e.g. 'An innovative workforce, with staff skilled and empowered to be their best and to work collaboratively to find new ways of working'</li> <li>• 'Creating the space' for our staff to come together across the organisation and with partners and communities to innovate and find new ways of working'</li> <li>• Create efficient services available 24/7: Make it clearer that self serve will be the preferred but not the only option for access, recognising that we have residents who cannot or do not wish to self-serve online</li> <li>• Build financial resilience through commercialisation - We need a workforce which combines an 'Ethos of publicness with an understanding of commerciality' - see 'Councils in a changing world' <a href="https://www.local.gov.uk/our-support/workforce-and-hr-support/great-people-growing-places-working-together-future-local-10">https://www.local.gov.uk/our-support/workforce-and-hr-support/great-people-growing-places-working-together-future-local-10</a></li> <li>• Create welcoming services that are inclusive and engaging - Suggest this should be the first design principle</li> <li>• Make reference to the role of the Customer Champions groups in ensuring resident feedback is used to shape services and the way we work</li> <li>• Ensure workforce has strong community engagement skills and building relationships with groups that represent elements of our community</li> </ul>	<p>Subject to approval by Staffing Committee, we will amend the organisational development strategy to capture these issues</p>
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## Appendix 2 Ideas from Staff Arising from the Consultation

### Commercialisation

- Charging for advertising on the website
- A list of local architects' / tree surgeons' / Ecologists' / drainage, structural or sound engineers' details on our website?
- Purchase advertising space in other media and sell that on to local companies? (We would have to make it explicitly clear to both applicants and the companies themselves that we would give no preferential treatment to application submitted by these companies, of course.)
- Involve the local schools and colleges in helping us design our digital transformation, the place to start is with the younger generation. Schools and colleges recognise this and make use of it themselves; Their 'gateway' gives me all the information I need.
- Planning - Similar technology to that used in schools could be used to automatically inform applicants of updates to their applications; when the site visit is done, when consultees have made comments, etc, we may even be able highlight if action or no action needs to be taken by them, to cut down the emails we have to send, requesting additional information.
- More contact through the website, eg 'how to' videos for completing applications, explanations of why we need certain information, etc may also help with our validation process.
- Planning Performance Agreements (PPAs) - There is potential with the larger sites (and big developers) to have PPAs in place - which other LPAs use for big strategic sites. As one example we have a large number of Berkeley Homes developments in the area and a PPA with them could fund an entire post (Senior or Principal Planning Officer) as someone who solely deals with their applications/ conditions etc. It doesn't guarantee developers a positive outcome but they do like having a single point of contact and knowing that as a customer their site(s) are the only priority for that Officer (e.g. all information and emails are picked up quickly and sent out for re-consultations faster etc). It often helps speed things up as issues are highlighted sooner and the Officer has more capacity to quickly turn around reports - like what was mentioned in the workshop earlier about paying more for a faster service, bigger developers are happy to pay if they get an enhanced service.
- Adopting a more commercial outlook will require a change in the culture of the organisation and to the attitudes of staff.
- Solar panel boards - making savings on the use of electricity and also selling electricity.
- Selling space on HDC social media sites such as Facebook, Twitter, website etc
- Developing an app - no Councils seem to have one
- Increase the temporary day resident permit (Scratch cards) from 50p to £1 and unlimited throughout the year
- Residents permits - introduce an upfront cost and monthly direct debits for an extra fee
- Introduce a business permit for on street parking
- Build on any land we own so that we could generate a steady income stream

- Use our skill sets to help private companies, or start up companies, eg if one of us has experience in web design, we could give a little time to helping a private company with their website which we could charge for.
- Open to the public at lunch time and charge a fee for pilates
- Recruit staff who are entrepreneurial and commercially driven to lead and direct this aspect of the vision (as it's a distinctive move away from how things have been historically)

**Developing staff, training and empowering:**

- Improve the new starter process to ensure people feel relaxed and welcomed when they joining familiarisation meetings with whole team to having a buddy.
- Positive Monitoring performance - it can be used for incentives, to recognise hard work and success of individuals and teams. The skills gap (or indeed the existing bank of skills and knowledge) is unknown unless teams are actually carrying out PDRs when people join the organisation, at a mid year and end of year point to reflect and review on a regular basis.
- A staff awards scheme - run by and voted by staff. These can either be sponsored award nights (opportunity for commercialisation) or held at Civic Offices on an afternoon where projects or individuals were put forward for recognition, then shortlisted for different categories (e.g. going the extra mile, embracing change etc.) and the Councillors can also be involved in appreciating staff input. This helps staff to feel valued and appreciated.
- Publicise staff charities - (like the Chairman's charities which are set out on our website) as a number of staff probably take part in similar fundraising events annually and we could tally this up and get more staff involved in the key ones we are all supporting (e.g. Macmillan coffee mornings). This would also be a good positive message to the residents that we have a caring workforce - if our communications team did monthly or quarterly updates on the fundraising by staff for various events it would promote us.
- Building staff relationships with one another - Council-wide social events would be a good start - such as a summer social (this could be a BBQ at one of our country parks, or a mixed sport event like rounders or mixed gender netball or football) and a winter social such as a staff (& family/friends) quiz night - these could have small entry fees to cover costs and possibly also raise money for a staff charity for example.
- When the document refers to developing skills etc it could mention succession planning and providing training and support to do this.
- Attract the best talent etc - there may be no need to bring people in, there might be suitable people already within the organisation with some training and support
- This is obviously to support the Vision but as a starting point the visions could look more at the health and wellbeing of Hart residents
- Staff health and wellbeing - include emotional support along with mental and physical health
- Project management and project-based working, particularly across teams/departments - Moving from the casual to more formal arrangements that facilitate the creation of multi-disciplinary project teams with project managers that have authority to lead the project and delegate tasks.

<ul style="list-style-type: none"><li>• <b>Digitalisation:</b></li></ul>
<ul style="list-style-type: none"><li>• The main challenge is to ensure that we offer our residents a better service. The advantage, is residents have no choice but to use our services. We need to work more efficiently, eg not duplicating work tasks.</li><li>• A review of our shared services is required - it will a challenge to take back any of our shared services</li><li>• There would need to be significant improvements/ additions/ investment to our IT arrangements if this is going to work in future.</li><li>• Following the sessions we had on this, my main concern was that they would lose sight of the fact digitalization and all it entails won't suit all of our clients in terms of how they are contacted/communicated with etc. As a team, we deal with a lot of elderly/vulnerable clients who benefit from face to face contact and 'handholding'. Hopefully whatever comes out of the Vision they will still cater for this client group?</li></ul>

**STAFFING COMMITTEE**

**DATE OF MEETING: 29 APRIL 2019**

**TITLE OF REPORT: JOINT CHIEF EXECUTIVE ARRANGEMENTS**

**Report of: Joint Chief Executives**

**Cabinet Member: Councillor Neighbour, Leader**

**1. PURPOSE OF REPORT**

1.1 This report has been written primarily as a discussion note to help Staffing Committee consider the longer term arrangements that should be made for filling or replacing the Joint Chief Executive post. It poses some questions to try to help members develop their thinking about this issue.

**2. RECOMMENDATION**

2.1 That the Committee consider the issues raised in the report and decide how it wishes to approach its task of producing recommendations on the longer term alternatives for the Joint Chief Executive post.

**3. BACKGROUND**

3.1 Prior to July 2014 the Council had three senior management posts – the Chief Executive and two Corporate Directors.

3.2 With the retirement of the then Chief Executive, in July 2014 Staffing Committee received a report (copy attached as Appendix A) proposing that in future the Council should have two senior management posts – two Joint Chief Executives. This structure was put into place in the summer of 2014 on a temporary basis, and further to an externally facilitated review by the Local Government Association, this structure was confirmed as permanent in September 2015.

3.3 As will be seen from Appendix A, the rationale for decreasing the level of senior management resources was the then expected volume of work for the Council – see the bullet points under paragraph 3.4 of that original report.

3.4 Since then, the senior management workload of the Council has changed.

- The Council's financial position has remained challenging and it is anticipated that significant focus will be required on this leading up to budget setting for 2020/21.
- The Local Plan has remained an area of high workload,
- Resourcing of the 5 Councils Partnership has had a significant impact on capacity.

3.5 On the horizon are further areas which will require officer time to ensure successful delivery, including commercialisation, digitalisation and revision of the Corporate Plan in light of the emerging new Vision. Cabinet has also agreed to continued exploration of options for new housing growth, through a DPD or review of the Local Plan.

- 3.6 Recognising these changes, the Council has already set in train a reorganisation that will provide a net increase in specialist knowledge and capacity around commercialisation and digitalisation. Any anticipated changes at the Head of Service level provides greater transparency of decision making, and hopefully provides some increase in capacity at the most senior level.

#### 4. CONSIDERATION

- 4.1 Were there to be a departure of the current Joint Chief Executive [Head of Paid Service/Monitoring Officer] it would give the Council the opportunity to reflect on how we want to work in the future, and the structure which would best deliver this.
- 4.2 As identified by Staffing Committee in September 2015, the Joint Chief Executive role is seen as one post shared, with the arrangements ceasing, should either resign or the arrangements break down. There are a variety of mechanisms which could deliver the appropriate level of resource and skills required for the further development of the organisation and these include;
- a. Continuation of the current structure – seeking to recruit to the vacant post
  - b. Reorganise utilising existing resources – backfilling where appropriate
  - c. Seek to reorganise and recruit externally
  - d. Look at opportunities to share senior management with adjacent local authorities
- 4.3 **The first question the Staffing Committee will wish to consider is whether they wish to continue with the current structure.** If the answer is yes, we could simply proceed to advertise and appoint a further Joint Chief Executive, to the vacant post. However, Staffing Committee (September 2015) unanimously agreed that the arrangement worked only because of the two specific people. It is interesting to note that, for the first time late last year, another local authority (Stratford upon Avon) who has a Joint Chief Executive, successfully recruited to a vacant Joint Chief Executive role. Recognition is however required of the respective roles and skills of the existing personnel and the likelihood of candidates being found with the required capabilities.
- 4.4 **The second question the Staffing Committee will wish to consider is if the continuance of the current structure is unfeasible, then what amount of senior management resources will be required and what the specific skill sets needed for the future.**
- 4.5 **The third question, Staffing Committee may wish to consider, whether based on a two or three person senior management team, what approach they would wish to take on gaining the appropriate resources,** which could be based on the following approaches;
- a) Retain the existing structure - Retain the remaining Joint Chief Executive – This role would be identified as the Head of Paid Service. The role of Monitoring Officer would need to be reallocated, potentially via the Shared Legal Service with advertisement and appointment of a Corporate Director/deputy Chief Executive (or two such roles) to undertake the remaining workload.
  - b) The purist HR approach – Proceed to create a new job role for the appointment of a Chief Executive and Corporate Director/Deputy Chief Executive (or two such roles) in the normal way.

- c) Establish whether adjacent local authorities would want to share their senior management. It is not clear what the benefits of this approach would be in Hart's case, as whilst there may be a reduction in cost, there would be a commensurate reduction in capacity and resources – as well as focus on the Council. When previously considered by the party group leaders, no-one favoured this approach. It would also of course be dependent on finding another council willing to share.
- 4.6 In all the above recruitments, it would be sensible to have some recruitment consultancy support through that process; the Council has good experience of working with Penna and SOLACE on recruitment and either would be pleased to help, the costs associated with this are normally in the region of £25-30,000.
- 4.7 Should the Council decide to seek a new single Chief Executive, the remaining Joint Chief Executive would be eligible to apply for the role(s). Subject to further legal advice on the Councils Redundancy and Redeployment Guidance, the Council may wish to enter into a settlement agreement in lieu of redundancy, should they be unsuccessful in the recruitment process. Any settlement agreement will, further to existing custom and practice, be based on costs of redundancy. Formal costs associated with this would need to be established at the appropriate time.
- 4.8 None of the above options are completely new, and all have been used by other councils around the country. The Committee may want to consider the skill sets and capacities that the organisations will need into the future, in order to help it form a view as to the best approach for Hart.
- 4.9 In particular, the Committee might wish to consider taking external advice. As always, that requires care in the choice of advisor, particularly as it will not be easy to find one who is free of bias, quite apart from the fact that many advisors will charge substantial fees for their time. The previous LGA advisor (now freelance) has already provided some guidance to the Council and may be a suitable source of support.
- 4.10 In the meantime, I would suggest the Committee spend some time thinking through each of these options, plus any other possibilities Members may identify, and then give thought to how it can evaluate them.

## **5 FINANCIAL AND RESOURCE IMPLICATIONS**

- 5.1 There are a variety of potential costs and opportunities that a change in management may provide, these include
- Cost of redundancy for remaining Joint Chief Executive (to be calculated at the time)
  - Cost of recruitment, likely to be in the region of £30,000
  - Cost of additional staff; if we return to a three officer senior management team. Depending on the ultimate structure and form this takes, this is likely to cost £115,000 including on costs

**6. ACTION**

Members are asked to note the report, which may lead to comment, resolution or a discussion on how the Committee would like to be supported in developing their thinking further on this topic

**Contact:** Joint Chief Executives, x4143, [chiefexecutive@hart.gov.uk](mailto:chiefexecutive@hart.gov.uk)

**APPENDICES:**

Appendix A July 2014 – Staffing Committee report

**Appendix A**

**STAFFING COMMITTEE**

**DATE OF MEETING: 26 JUNE 2014**

**TITLE OF REPORT: CHIEF EXECUTIVE POST – LONGER TERM ARRANGEMENTS**

**Report of: Chief Executive**

**Cabinet Member: Councillor Crookes, Leader**

**3. PURPOSE OF REPORT**

- 1.1 This report has been written primarily as a discussion note to help Staffing Committee consider the longer term arrangements that should be made for filling or replacing the Chief Executive post. It poses some questions to try to help members develop their thinking about this issue.

**4. RECOMMENDATION**

- 2.1 That the Committee consider the issues raised in the report and decide how it wishes to approach its task of producing recommendations on the longer term alternatives for the Chief Executive post.

**3. INFORMATION**

- 3.1 Prior to February 2012 the Council had just two senior management posts – the Chief Executive and one Corporate Director.
- 3.2 With the resignation of the then Corporate Director, in February 2012 Staffing Committee received a report (copy attached as Appendix A) proposing that in future the Council should have three senior management posts – the Chief Executive and two Corporate Directors. This structure was put into place in the summer of 2012, and has operated ever since.
- 3.3 As will be seen from Appendix A, the rationale for increasing the level of senior management resources was the then expected volume of work for the Council – see the bullet points under paragraph 3.2 of that report.
- 3.4 Since then, the senior management workload of the Council has changed quite significantly. A number of the anticipated tasks have either been completed, or are well on their way towards completion – the work here include the IT strategy, the move to Universal Credit, and the new business rates system. None of these now require the same level of senior management input that they did in 2012. In addition, some of the areas of work did not materialise, or at least not in the way then envisaged. The Council's financial position, for example, is now significantly more favourable and more stable than in 2012. The Localism agenda has not generated the volume of work anticipated; the Fleet Town Centre development proposals have

receded, and there appears to be little possibility of the Council relocating its offices in the near future.

- 3.5 The net effect of these changes is that the volume of work now required at senior management level has reduced. There still remains a significant body of work to be undertaken – notably with regard to the Local Plan and the new leisure centre, but this level of work probably does not justify the need for a Chief Executive and two Corporate Director posts.
- 3.6 That situation could, of course, change. In part this depends upon the policy direction of the Council – if the Council wishes to embark on a range of new major policy initiatives it will need direction at senior management level to see these through. Without such a change, however, it is harder to justify the need for three posts.
- 3.7 The departure of the current Chief Executive gives the Council the opportunity to consider whether this would be an opportune time to reduce the number of posts at this level. It should be stressed that the Council does not need to do this; the Council's financial position is sufficiently strong for it to be able to afford the three posts if it wishes. However, it would be wasteful to put more resource into management than is needed.

**Question I: Does the Council need/want three managers at this level?**

- 3.8 If the answer to that question is Yes, then the Council should simply proceed to advertise and appoint a Chief Executive in the normal way. It would be sensible to have some recruitment consultancy support through that process; the Council has good experience of working with Penna on recruitment and they would be pleased to help.
- 3.9 If the answer to Question I is No, there are a number of alternative ways in which a reduction in posts could be achieved. Some of these are as follows:
- a) The purist HR approach – this would involve advertising and filling the Chief Executive post, followed by the deletion of one or other of the Corporate Director posts. This would create a redundancy situation if both posts were still occupied at that point. Whilst technically the correct approach, this would be stressful to the existing post holders, would involve the expense of advertising the Chief Executive post and conducting an appointment process, and could incur redundancy costs for the deleted Corporate Director post. It is therefore likely to be a disruptive and relatively expensive process.
  - b) Leaving the Chief Executive post vacant – this would save the Council the salary cost of the Chief Executive post, but would also leave the Council without clear officer leadership for the future. In the medium to longer term this would therefore pose significant problems.
  - c) Promoting a Corporate Director. The Council could conduct a competitive process between the two Corporate Directors, appointing one of them to the Chief Executive post and deleting whichever Corporate Director post became vacant as a result. This is a perfectly feasible approach, particularly if the Council believes that one of the Corporate Directors is more suited to the Chief

Executive role. It may however introduce some tensions into the relationship between the two individuals and the unsuccessful candidate may then be tempted to consider leaving, so it could be destabilising in the short term.

- d) Joint Chief Executives. This is the approach suggested in the supplementary paper considered by Council on 12 June, asking the two Corporate Directors to jointly undertake the duties of the Chief Executive post in addition to their Corporate Director responsibilities. This approach would depend upon the ability of the two Corporate Directors to work constructively together; having worked with them both for the last 2 years I am personally confident that they would be able to do this, but I can understand that some Members will have reservations about this approach.
- e) Sharing a Chief Executive with another Council. It is not clear what the benefits of this approach would be in Hart's case – in practice it would only reduce the Council's senior management from three posts to 2.5 posts, so the savings would be lower. Many of the other benefits of shared Chief Executives derive from the stimulus it gives to sharing service provision with neighbouring councils, but Hart already shares (or has outsourced) a large proportion of its services, so the potential benefits from this are more limited. In discussions with the party group leaders, no-one favoured this approach. It would also of course be dependent on finding another council willing to share.

**Question 2: Which of these approaches would the Council prefer?**

- 3.10 None of the above options are completely new, and all have been used by other councils around the country. One option the Committee might want to consider, therefore, is having dialogue with other councils about their experience under these options, in order to help it form a view as to the best approach for Hart.

**Question 3: Would the Committee find it helpful to talk to other Councils who have tried these approaches?**

- 3.11 In particular, the Committee might wish to consider taking external advice. As always, that requires care in the choice of advisor, particularly as it will not be easy to find one who is free of bias, quite apart from the fact that many advisors will charge substantial fees for their time. An approach has been made to the LGA to see what support they can offer; when their response is received it will be passed on to the Committee.
- 3.12 In the meantime, I would suggest the Committee spend some time thinking through each of these options, plus any other possibilities Members may identify, and then give thought to how it can evaluate them.

Geoff Bonner  
Chief Executive  
EXTENSION: 4108

EMAIL: [geoff.bonner@hart.gov.uk](mailto:geoff.bonner@hart.gov.uk)

**APPENDICES:**

Appendix A February 2012 Staffing Committee Report – Recruitment of Corporate Director

## **STAFFING COMMITTEE**

**Date and Time:** Monday, 29 April 2019 at 7pm

**Place:** Ground Floor Meeting Room, Civic Offices, Fleet

**Present:**

### **COUNCILLORS**

Burchfield, Butler, Cockarill (substitute Crisp), Kennett, Kinnell (19.07), Neighbour, Parker, Radley

#### **Officers:**

Patricia Hughes	Joint Chief Executive
Liz Glen	Health and Wellbeing Officer
Alison Cottrell	Committee Services

## **16 MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting held on 12 February 2019 were confirmed and signed as a correct record.

## **17 APOLOGIES FOR ABSENCE**

Apologies had been received from Councillor Crisp (substitute Cockarill).

## **18 CHAIRMAN'S ANNOUNCEMENTS**

None.

## **19 DECLARATIONS OF INTEREST**

Patricia Hughes indicated that she would leave the meeting when Item 8 on the agenda was considered.

## **20 PAY POLICY STATEMENT FINANCIAL YEAR 2019-20**

The Committee was asked to approve an amended Pay Policy for Hart District Council for 2019/20, and attached as Appendix I to Paper B.

Members considered:

- That agreement had been received from the Union agreeing that they were happy with the approach.
- That the report contained the correct interpretation of the required changes.
- That the reason the Chief Executives have a larger percentage rise than staff is because of a separate national agreement.

## **RECOMMENDATION to Council**

That the Pay Policy be recommended to Council for approval, subject to any minor amendments to be agreed by the Joint Chief Executive in consultation with the Chairman of Staffing Committee.

## **21 EMPLOYEE VOLUNTEERING POLICY**

Members considered proposals for the Council to support employees who wished to volunteer their help, time and support to the local community within working hours. Approval was sought to pilot the proposed Employee Volunteering Policy, set out in Appendix I, for a period of one year.

Members sought clarification on:

- Whether it would be helpful to have an approved list of organisations staff could volunteer for.
- That organisations should be considered set against point 4.3 of the policy.
- That information would be collected by Hart during the volunteering process to show what type of volunteering opportunities had been taken up.
- That the level of take up of similar volunteering policies was about 10% in other local authorities. Some private companies incentivised volunteering which led to higher uptakes of around 25%.
- That in agreeing for staff to take part in volunteering, the needs of the service must be taken into account as indicated in point 4.2 of the policy.
- That a review would be carried out following the pilot; impacts and achievements would be identified and shared with Staffing Committee, ahead of the delegated decision by the Joint Chief Executive in consultation with the Chairman of Staffing Committee, on whether to continue or change the policy.

## **DECISION**

- 1 That the new Employee Volunteering Policy be adopted as a one year pilot
- 2 That the Joint Chief Executive bring the results of the Volunteering Policy back to Staffing Committee for information.
3. That the Joint Chief Executive in consultation with the Chairman of Staffing Committee, decide whether to retain the volunteering policy, at the end of that year, based on a review of impacts and achievements.

## **22 ORGANISATIONAL DEVELOPMENT STRATEGY – CONSULTATION OUTCOMES**

The Committee considered the comments of staff on the draft organisational development strategy consultation and suggested updates to the strategy, for approval ahead of implementation.

Members considered:

- That the report is the outcome of the consultation process.
- That the original six year timeline showed reorganisation in Years 1 and 4.
- That reorganisation is under way and consultation letters had been sent out and that consultation meetings are taking place with staff.
- Commercialisation and digitalisation and how this will change the way in which staff at Hart work.
- What role the Head of Place will cover and that the successful candidate must understand the importance of strategic delivery.
- That points 2.1 and 2.2 of the Recommendation are acceptable but that in relation to point 2.3, members would like to see any updates/amendments of the Organisational Development Strategy prior to implementation and that their comments could then be fed back to the Chairman.

## **DECISION**

- 1 That the extensive consultation process undertaken be considered and noted.
- 2 That any amendments of the Organisational Development Strategy be circulated to members to allow feedback to the Chairman of Staffing Committee and the Joint Chief Executive prior to implementation of the Organisational Development Strategy.

Councillor Burchfield left the meeting during the following item.

## **23 JOINT CHIEF EXECUTIVE ARRANGEMENTS**

Patricia Hughes introduced the item and then left the meeting.

The report had been written primarily as a discussion note to help Staffing Committee consider the longer term arrangements that should be made for filling or replacing the Joint Chief Executive post. It posed some questions to try to help members develop their thinking about this issue.

Members considered:

- That the substantive roles of corporate director no longer exist.
- That either of the Joint Chief Executives could leave their post.
- The contents of the report contained in Paper E.

## **DECISION**

A broad discussion took place around the contents of the report and the report was duly noted.

The meeting closed at 20.18 hours.