

HAVANT BOROUGH COUNCIL  
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HAMPSHIRE P09 2AX



**Havant**  
BOROUGH COUNCIL

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## HUMAN RESOURCES COMMITTEE AGENDA

**Membership:** Councillor Diamond (Chairman)

Councillors Crellin (Vice-Chairman), Fairhurst, Payter, Richardson and Weeks

**Meeting:** Human Resources Committee

**Date:** Wednesday 20 July 2022

**Time:** 5.00 pm

**Venue:** Hurstwood Room, Public Service Plaza, Civic Centre Road,  
Havant, Hampshire PO9 2AX

The business to be transacted is set out below:

Kim Sawyer  
Chief Executive

Date of Publication: 12<sup>th</sup> July 2022

Contact Officer: Lauren Kennedy  
Email: [lauren.kennedy@easthants.gov.uk](mailto:lauren.kennedy@easthants.gov.uk)

**1 Apologies for Absence**

To receive and record any apologies for absence.

**2 Declarations of Interest**

To receive any declarations of interest.

**3 Reserve Forces Training and Mobilisation Policy**

**1 - 24**

**4 Recruitment Process**

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## **GENERAL INFORMATION**

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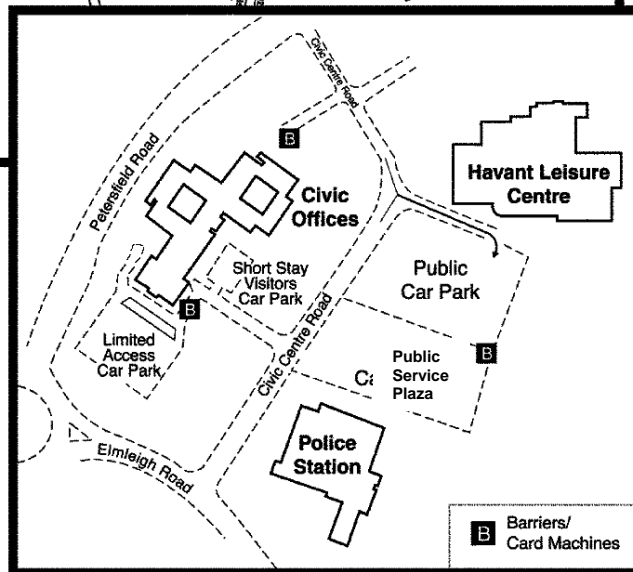
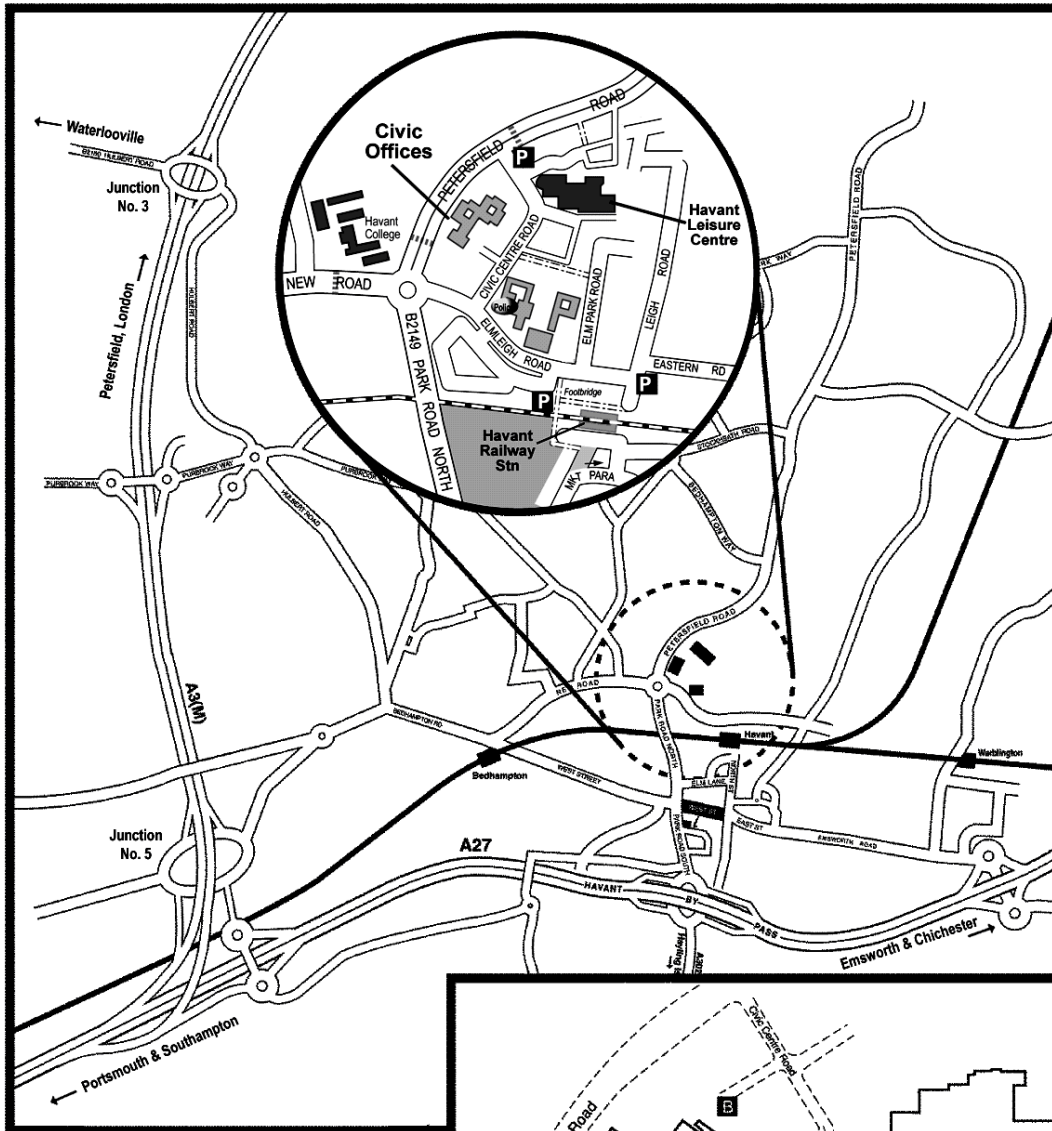
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NON-EXEMPT

## HAVANT BOROUGH COUNCIL

HR Committee

20 July 2022

RESERVE FORCES TRAINING AND MOBILISATION POLICY

### FOR DECISION

Portfolio Holder: Cllr Gwen Robinson (HBC)

Key Decision: Yes

Report Number: *HBC/066/2022*

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#### 1. Purpose

- 1.1. This paper is submitted to the HR Committee:  
For policy decision / to meet a statutory requirement

#### 2. Recommendation

- 2.1. Members are requested to approve the adoption of a Reserves Forces Training and Mobilisation HR policy

#### 3. Executive Summary

- 3.1. Approval and implementation of a new Armed Forces HR policy - 'Reserves Forces training and mobilisation policy'. We do not currently employ any Reservists at the council, but this policy may attract Reservists to apply for job opportunities at Havant Borough Council in the future. This new policy will also support the newly acquired Silver ERS (Employers Recognition Scheme) award which Havant was granted in July 2021 in addition to the bronze award. The policy request to the Executive Board formed part of the evidence of our commitment to the Armed Forces and links to the Covenant which was signed by the Havant Mayor in February 2021 including a supporting action plan.
- 3.2. Several organisations have been consulted and support the implementation of this new HR policy including the HR team, Councillor Julie Thain-Smith (Havant Borough Council Armed Forces Champion) and the South East Regional Director (MOD).

- 3.3. Resource implications: Whilst we do not currently have any staff who are Reservists the cost is zero. If we do employ a Reservist, the cost would be the equivalent of 2 weeks salary plus on-costs for any future employees who meet the criteria.
- 3.4. Approval and implementation of a new Armed Forces HR policy – Reserves Forces training and mobilisation policy will support new employees who are Reservists joining the organisation. A copy of the new policy is attached, see **Appendix 1**. The policy will further highlight our commitment to the Armed Forces Covenant, see **Appendix 2** and supporting Action Plan, see **Appendix 3**. The new policy will enable the Council to apply for a Gold ERS (Employer's Recognition Scheme) award, details of this award can be found via this link - <https://www.gov.uk/government/publications/defence-employer-recognition-scheme/defence-employer-recognition-scheme>

#### **4. Additional Budgetary Implications**

- 4.1. The budgetary implication would be salary, an example of Grade F - 2 weeks salary = £1171+ on-costs per Reservist.

#### **5. Background and relationship to Corporate Strategy and/or Business Plans**

- 5.1. There is currently no independent Reservist policy. To support the Silver Award and to apply for Gold the council requires this separate Policy.
- 5.2. We do not employ any Reservists at this current time
- 5.3. This policy will support our commitment to the Armed Forces Covenant and shows that we are an Armed Forces friendly organisation. This policy supports theme 5 of the Corporate Strategy – to be a sustainable Council. Our staff are an asset to our borough, and we will continue to invest in training to ensure we have a workforce ready to deliver transformative changes and able to deliver service in the future.
- 5.4. The original Havant Borough Council Armed Forces Covenant was signed in 2017, and a new HR policy - Veterans Guaranteed Interview Scheme was adopted in 2016 which is applied to all job opportunities to date, this policy guarantees Veterans a job interview as long as they meet the personal specification, see **Appendix 4** for a copy of this policy. The newly signed Armed Forces Covenant was signed in February 2021 by the Mayor alongside representatives from the Army, Navy and RAF.
- 5.5. The Council recognises the valuable contribution that members of the Reserve Forces make to the UK Armed Forces, their communities and the civilian workplace and have nominated an Armed Forces Champion to oversee this work which currently sits within the Community Team. The Council further

acknowledges that the training undertaken by Reservists enables them to develop skills and abilities that are of benefit to both the individual and their employer.

- 5.6. This document will provide a policy framework for the support of council employees who are members of the Reserve Forces and sets out the obligations that the council has towards Reservists and vice versa in relation to training and mobilisation commitments.

## 6. Options considered

- 6.1. Do nothing - If we do not implement this policy, it would not be considered good practice and goes against the ethos of the Covenant. In addition, we will not be able to apply for the Gold Employer Recognition awards.

Adopt the new policy - Adopting the policy will give us the evidence for future Employer awards and satisfy our commitment in line with the Covenant. The policy is fully supported by the Havant Borough Council Armed Forces Champion and satisfies the points in our equality policy.

Other local authorities such as Gosport and Hampshire County Council have adopted a Reservist policy which has enabled them to achieve a gold status Employers Recognition award.

The implementation of this policy will be overseen by HR and implemented by the relevant Manager of staff member and reported on via the Covenant Action Plan.

## 7. Resource Implications

- 7.1. Financial Implications

The financial implication would be salary, an example of Grade F - 2 weeks salary = £1171+ on-costs per Reservist.

### **S151 Officer comments:**

Date: 02/12/21

“As included in the report, overall cost to the Council would depend on the numbers taking up and the grade of those staff. However, it is expected to be low cost and will be looked to be managed within current budgets”

## 7.2. Human Resources Implications

This new policy will need to be part of the training for Managers regarding recruitment. HR are fully aware of this new policy which will be for new employees only.

## 7.3. Information Governance Implications

Reservist information will be kept by HR and via MyView as with all employee personal information.

## 7.4. Other resource implications

None

## 8. Legal Implications

Daniel Toohey, Head of Legal Services 25.11.21 - "Legal implications are contained in the policy document attached."

### **Monitoring Officer comments**

Date: 25/11/21

"Legal or governance implications are contained in the policy document attached."

Daniel Toohey

## 9. Risks

9.1. The Council could be criticised for not having this policy in place therefore failing to support any future Reservists that join the organisation. We would also be failing to implement this as one of the actions on the Covenant Action Plan.

## 10. Consultation

10.1. Consultation has been undertaken with a number of internal and external stakeholders including – HR, The Mayor, Community Cabinet Lead - Cllr Gwen Robinson, Cllr Thain-Smith (Armed Forces Champion), Councillor Bowerman and MOD Regional Employer Engagement Director, all of whom are supportive of the implementation of this policy.



## **11. Communication**

- 11.1. Once this policy has been agreed and implemented by HR, internal and external communications will be released as soon as possible with the support of the Communication team, particularly targeting managers. This policy is a positive step forward to showing our support to the Armed Forces community.

## **12. Appendices**

- 12.1. Appendix 1 - Reserve Forces Training and Mobilisation policy March 2021  
Appendix 2 – Havant Borough Council Armed Forces Covenant 2021  
Appendix 3 – Havant Borough Council Armed Forces Action Plan 2021 - 2024  
Appendix 4 – Veterans Guaranteed Interview Scheme

## **13. Background papers**

- 13.1. Reserve Forces Training and Mobilisation policy, Havant Borough Council Covenant and supporting action plan and the Veterans Guaranteed Interview Scheme policy.

Agreed and signed off by:

Portfolio Holder: Cllr Gwen Robinson 11/01/22

Director: Simon Jenkins 25/11/21

Monitoring Officer: Daniel Toohey 25/11/21

Section 151 Officer: Matthew Tiller 02/12/21

### **Contact Officer**

Name: Laura Bevis

Job Title: Community Officer

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# **RESERVE FORCES TRAINING AND MOBILISATION POLICY**

## **1. POLICY STATEMENT OF SUPPORT**

The council recognises the valuable contribution that members of the Reserve Forces make to the UK Armed Forces, their communities and the civilian workplace. The council further acknowledges that the training undertaken by Reservists enables them to develop skills and abilities that are of benefit to both the individual and their employer.

This document provides a policy framework for the support of council employees who are members of the Reserve Forces and sets out the obligations that the council has towards Reservists and vice versa in relation to training and mobilisation commitments.

## **2. TYPES OF RESERVISTS**

There are two main types of Reservist:

Volunteer Reservists – civilians recruited into the Royal Naval Reserves, Royal Marines Reserves, Army Reserve and Royal Auxiliary Air Force.

Regular Reservists – ex-regular service personnel who may retain a liability to be mobilised depending on how long they have served in the Armed Forces.

## **3. LEGAL CONSIDERATIONS**

The Reserve Forces (Safeguard of Employment) Act 1985<sup>1</sup> provides Reservists who have a liability to be mobilised with two types of protection:

Protection of Employment – the Act provides protection from unfair dismissal and makes it a criminal offence for an employer to terminate a Reservist's job without their consent solely or mainly because they have a liability to be mobilised; and

Rights to Reinstatement – the Act provides Reservists with a legal right to reinstatement to their former job, subject to certain conditions.

The Reserve Forces Act 1996<sup>2</sup> which sets out the call-out powers under which reservists can be mobilised for full-time service.

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<sup>1</sup> <https://www.legislation.gov.uk/ukpga/1985/17>

<sup>2</sup> <https://www.legislation.gov.uk/ukpga/1996/14/contents>

#### **4. RESERVE STATUS NOTIFICATION**

In order for the council to provide the appropriate level of support, Reservists are required to inform the Council that they are a member of the Reserve Forces and the specific force to which they belong.

In any circumstance, Reservists will not be disadvantaged as a result of notifying the council of their reserve status.

Reservists are also required to grant permission for the Ministry of Defence (MoD) to write directly to the council by way of an Employer Notification which confirms their reservist status to the council and the benefits, rights and obligations that apply to both parties. The notification also includes details of the financial assistance available if an employee is mobilised and where possible, it will provide details of any annual training commitments.

If an employee, who is currently a Reservist, is considering renewing their Reservist commitment or is an employee who is interested in joining the Reserve Forces, it is expected that they should discuss the matter with their line manager prior to taking any action.

#### **5. TRAINING COMMITMENTS AND TIME OFF**

The average training commitment for reservists varies according to the reservist force to which they are attached.

Training will normally take place in evenings and at weekends but there is an expectation that reservists attend an Annual Training Camp in respect of which the council will grant reservists up to a maximum of 10 days paid special leave each year to attend.

Evidence of the training camp and special leave requirements must be submitted to the employee's line manager in advance of the period of leave. All other training requirements should be discussed with their manager over the most appropriate approach (very much on a case by case basis), which could be made up of a mixture of annual leave, unpaid leave, and temporary flexible working to accommodate the request and subject to the nature of their role at the Council.

Reservists should submit details of annual training requirements to their line manager as soon as they receive notice of such. In this regard, there is an expectation that the council will be informed of the reservist annual training plan at least 3 months before the start of the training year in April of each year.

Permission to attend training once given will not be rescinded unless there are exceptional circumstances.

#### **6. MOBILISATION**

Mobilisation is the process of calling reservists into full-time service with the Regular Forces in order to make them available for military operations.

## **Notice**

While there is no statutory requirement for a minimum period of notice of mobilisation, the MoD aims to give at least 28 days' notice of mobilisation for contingency (short notice) operations and at least 90 days' notice for pre-planned operations.

## **Call-Out Notification**

Call-out papers will be issued as formal notification of a reservist's mobilisation. Both the reservist and the council should receive a call-out pack from the MoD. The documentation will include the call-out date (when the reservist must report for duty at a specified mobilisation centre) and the anticipated timeline.

On receiving notice of mobilisation, if it is believed that the absence of a reservist will cause serious harm to the business of an employer, the employer has a right to seek exemption, deferral or revocation of the mobilisation for one of the following reasons:

- a. loss of sales, markets, reputation, goodwill or other financial harm;
- b. impairment of the ability to produce goods or provide services; or
- c. harm to the research and development of new products, services or processes

(which could not be prevented by the granting of financial assistance under sections 83 and 84 of the Reserve Forces Act 1996)

Where the council wishes to seek exemption, deferral or revocation of mobilisation, application must be made to the adjudication officer within 7 days of receipt of the call out notice. Where the application is not granted, the council can appeal to the Reserve Forces Appeals Tribunal within 5 days of receipt of the adjudicator's decision. If the tribunal reject the application, the council will be required to release the reservist for mobilisation.

## **Duration**

The maximum period of mobilisation will depend on the scale and nature of the operation and is typically no longer than 12 months. It will include medical and pre-deployment training, the operational tour and post-operational tour leave.

## **Keeping in Touch**

Wherever possible the council is encouraged to keep in touch with Reservists during mobilisation. The Reservist's line manager should discuss the method and frequency of contact prior to mobilisation. It is particularly important that contact is maintained during periods of organisational change where there may be implications for a Reservist's post.

## **7. TERMS AND CONDITIONS OF EMPLOYMENT DURING MOBILISATION**

The contracts of employment of reservists mobilised for Reserve Service will continue during periods of mobilisation and there will be no loss of continuous service or service related benefits as a consequence.

## **Pay**

Reservists will be granted special unpaid leave for the duration of their mobilisation during which time the MoD will assume responsibility for their salary. The basic salary payment made by the MoD will be based on the reservist's military rank. If this payment is less than the salary that the reservist would otherwise receive from the council, it is the reservist's responsibility to apply to the MoD for the difference to ensure that they suffer no loss of earnings. This is known as a 'Reservist Award'.

## **Pension Contributions**

During a period of mobilisation, the council will calculate a notional pay figure for the Reservist so that he/she continues to build up a pension as if they were still at work. The council however does not pay an employer contribution to the Pension Fund on the notional pensionable pay figure.

The council advises the Reservist and the Ministry of Defence (MoD) of the notional pensionable pay and the appropriate employee and employer contribution due. The MoD deducts the employee contribution from the Reservist and pays that contribution together with the employer contribution, directly over to the Pension Fund.

## **Accrual of Leave**

Reservists accrue leave with the MOD whilst they are in full-time service. When they demobilise, reservists will get a period of post-operational leave when they will continue to be paid by the MOD. Post-operational leave is accrued based on the number of days spent in operational theatre, at the rate of around 2.5 days per month.

Reservist employees will not accrue annual leave with the council whilst mobilised. Annual leave will be calculated pro-rata based on full calendar months from the time the employee returns from mobilisation.

## **Sick Pay**

Should a reservist become sick or injured during mobilisation they will be covered by the Defence Medical Services and any financial assistance will continue to be received (including pay) until demobilised. If the sickness or injury continues and results in early demobilisation, the reservist will remain covered by the Defence Medical Services until the last day of paid military leave.

After this time, the reservist will be covered by the council's sickness pay arrangements in line with relevant national terms and conditions and the council's Managing Sickness Absence Policy.

## **8. RETURN TO WORK**

Both the Reservist and the Council have obligations under the Reserve Forces (Safeguarding of Employment Act) 1985 regarding the return to work process.

## **Council**

The council has an obligation under Reserve Forces (Safeguarding of Employment Act) 1985 to reinstate the Reservist, where possible to their former role, and if not, to a mutually acceptable role on the same terms and conditions prior to mobilisation.

## **Reservist**

The Reservist must write to the council by the third Monday after their last day of military service making their request to return to work and suggesting a date which should fall within 6 weeks of their last day of full-time service. The council cannot ask a Reservist to return to work early, however the Reservist may ask to do so.

Where an offer of alternative employment is not considered to be suitable by the Reservist he/she must write to the council stating why it is not acceptable. If a Reservist believes that the council's response to their application denies their rights under the Safeguard of Employment Act, an application can be made to a Reinstatement Committee<sup>2</sup> for assessment. The Reinstatement Committee will consider the Reservists application and can make an order for reinstatement and/or compensation.

A post deployment report will be provided to the council detailing the Reservist's achievements during deployment and any qualifications or skills they have gained during training.

Line managers should provide returning Reservists with appropriate support and training to allow the Reservist to easily make the transition back into the workplace.

## **9. FINANCIAL ASSISTANCE**

Financial assistance for employers in the event of an employee who is a Reservist being mobilised is governed by the Reserve Forces (Call out and recall) (Financial Assistance) Regulations 2005<sup>3</sup>. These cover additional costs above the normal earnings of the called-up Reservists associated with replacing that employee. Details of costs recoverable and the timescales for making an application are provided within supporting guidance to this policy.

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<sup>3</sup> <https://www.legislation.gov.uk/uksi/2005/859/contents/made>

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## Havant Borough Council

We, the undersigned, commit to honour the Armed Forces Covenant and support the Armed Forces Community. We recognise the value Serving Personnel, both Regular and Reservists, Veterans and military families contribute to our business and our country.

Signed on behalf of:

**Havant Borough Council**

Name: Councillor Prad Bains  
Position: Mayor of Havant

Date: **01 02 2021**

Signed on behalf of:

**Ministry of Defence**

Name: Cdr Michael Dreelan RN  
Position: Naval Base Commander  
(Portsmouth) Executive Officer  
Date: **01 02 2021**

Name: Lt Col Christopher Lane MBE RA  
Position: CO 16<sup>th</sup> Regt Royal Artillery  
Date: **01 02 2021**

Name: Wg Cdr Chrissie Miller MA RAF  
Position: CO RAF (U) Swanwick  
Date: **01 02 2021**



**Havant**  
BOROUGH COUNCIL



**Ministry**  
of Defence

## The Armed Forces Covenant

An Enduring Covenant Between

The People of the United Kingdom  
Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown

And their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

## Section 1: Principles of The Armed Forces Covenant

1.1 We Havant Borough Council, will endeavour in our business dealings to uphold the key principles of the Armed Forces Covenant, which are:

- *Members of the Armed Forces community experience no disadvantage as a result of their service in the Armed Forces;*
- *Appropriate actions are taken to support the transition from military to civilian life;*
- *Work with partners to reduce duplication and ensure efficient and effective use of all available resource to deliver the best possible outcomes for the members of the local armed forces and civilian communities:*

## Section 2: Demonstrating our Commitment

2.1 Havant Borough Council recognises the value serving personnel, reservists, veterans and military families bring to our organisation. We will seek to uphold the principles of the Armed Forces Covenant, by:

- *Promoting the fact that we are an Armed Forces-friendly organisation;*
- *Seeking to support the employment of veterans young and old and working with the Career Transition Partnership (CTP), in order to establish a tailored employment pathway for Service Leavers;*
- *Striving to support the employment of Service spouses and partners;*
- *Endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;*
- *Seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment where possible;*
- *Offering support to our local cadet units, either in our local community or in local schools, where possible;*

2.2 We will publicise these commitments through our literature and/or on our website, setting out how we will seek to honour them and inviting feedback from the Service community and our customers on how we are doing.

2.3 Havant Borough Council have set priorities to include:

- *Recognising and remember to support and attend remembrance events including Armed Forces Day across the Borough;*
- *Health and wellbeing – ensure information is relevant and accessible relating to housing, communication and support services (via a signposting service)*
- *Employability and education – support veterans and their families to identify education opportunities and maximise their employability*
- *Economic development – the council will advocate the Defence Employer Recognition Scheme by encouraging other employers to engage in the scheme.*
- *Leisure and recreation – the council will promote sport and physical activity related programmes and initiatives and encourage the use of and promote open space, leisure facilities and health related programmes to the Armed Forces community.*

#### 2.4 Havant Borough Council Covenant Output Action Plan:

This Covenant will provide the opportunity to work more strategically and collaboratively with the Armed Forces community. This work will be driven through the Covenant action plan.

In addition to addressing the key priorities, the Covenant will ensure:

- *Robust communication channels maintained between the Armed Forces community and Havant Borough Council*
- *At least once a year, the signatories will review the measures they are taking to implement the principles of the Armed Forces Covenant and consider if further actions would be helpful*
- *Havant Borough Council is firmly committed to equality and diversity. We endeavour to ensure fairness for all and pay particular attention to:*
  - *Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010.*
  - *Advance equality of opportunity between persons who share a protected characteristic and those who do not and;*
  - *Foster good relations between persons who share a protected characteristic and those who do not share it.*

## Havant Borough Council Armed Forces Covenant Action Plan - 2021-2024

### Havant Borough Council, Armed Forces Covenant to be re-signed in 2024

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#### Havant Borough Council Armed Forces Covenant Action Plan 2021-2024

By signing the Armed Forces Covenant, Havant Borough Council (HBC) has demonstrated its intention to support the Armed Forces Community. The HBC Covenant Action Plan brings the Covenant to life so that we can share best practice and tailor objectives and outcomes to meet local needs.

The Armed Forces Community includes:

Regular Personnel - individuals who are currently serving as members of the Royal Navy (includes Royal Marines), Army or Royal Air Force,

Reservists – Volunteer Reservists, who form the Royal Naval Reserve, Royal Marine Reserve, Army Reserves and the Royal Auxiliary Air Force and Regular Reservists, who comprise the Royal Fleet Reserve, Army Reserve and Royal Air Force Reserve

Veterans – those who have served at least a day in HM Armed Forces, whether as a Regular or Reservist,

Families of Regular Personnel, Reservists and Veterans

Deceased, the immediate family of Service Personnel who have died

We will publicise these commitments through our literature and via our website, setting out how we will seek to honour them and invite feedback from the Armed Forces Community. Please note the actions listed below are Havant Borough Council's actions only

<b>Objective (what)</b>	<b>Action (how)</b>	<b>Time frame (when)</b>	<b>Responsibility (who)</b>
Welfare and well-being	Elect an Armed Forces Champion	Ongoing	Armed Forces Champion
	Select an Officer within the Council as the first point of contact	Ongoing	Community Officer, Community team
Housing information and advice	Continue to register Armed Forces personnel who do not have a local connection with any of the partners in Hampshire Home Choice. We will also register former Armed Forces (AF) personnel if they have left the AF within the last 5 years unless, at the time of their application they are:	Ongoing	Havant Borough Council Housing team

	<p>* Owed re-housing duty by an HHC participating authority, those who are entitled to reside in MOD accommodation following the death of that person's spouse (who has served in the Regular Forces) and their death was attributable to that Service.</p> <p>* Or is serving in the Reserve Forces, who is suffering from illness or disability. Cases are assessed and prioritised, we provide benefit advice including Council tax allowances when working overseas, we list all support services for Veterans via our website.</p> <p>Provide accurate benefit advice to all Veterans including Council tax allowances when Veterans work overseas.</p>		
Page 18 Communication	<p>Maintain robust communication channels between Havant Borough Council and the Armed Forces Community via the following:</p> <p>Facebook - <a href="https://www.facebook.com/HavantBorough">https://www.facebook.com/HavantBorough</a>  Twitter - <a href="https://twitter.com/havantborough">https://twitter.com/havantborough</a>  Instagram - <a href="https://www.instagram.com/havantborough/">https://www.instagram.com/havantborough/</a>  Council Magazine - <a href="https://www.havant.gov.uk/serving-you-magazine">https://www.havant.gov.uk/serving-you-magazine</a></p> <p>Havant Borough Council Community news bulletins  Face to face or online Community network meetings</p>	Ongoing	Communication team/ Community team
Raise awareness	<p>Promote the fact that Havant Borough Council is an AF friendly organisation</p> <p>Promote the Covenant through our partners and networks</p> <p>Increase awareness of the AF Covenant, Reservist information and support services available amongst staff through internal platforms such as the internal website and newsletter</p> <p>Update Veteran/Spouse/partners information via a staff survey</p> <p>Incorporate the official AF branding into our literature and stationery</p>	Ongoing	Web Team/Community team
External Support	<p>The AF Champion is developing further links and participating in stakeholder engagement with local/regional Armed Forces/Veteran organisations</p>	Ongoing	Armed Forces Champion

	<p>Promote understanding and awareness of local services that can offer support by providing an area on the Havant Borough Council web-site that lists external support information for serving and ex-serving members of the Armed Forces including:</p> <ul style="list-style-type: none"> <li>• Housing</li> <li>• Education</li> <li>• Employment</li> <li>• Health and well-being</li> <li>• Promote health and well-being initiatives and support services such as mental health, physical health, relationship support (for spouses), bereavement support, sensory advice and other schemes such as the Breastfeeding Welcome Scheme</li> <li>• Organisations and charities which provide specific support to veterans such as the Royal British Legion, Soldiers, Sailors, Airmen and Families Association (SSAFA), Veterans Outreach Service (VOS), Army Benevolent Fund (ABF), Royal Navy charities, Help for Heroes, Families Federations etc.</li> </ul>	Updated annually	Web team/Community team
Recruitment/ Employment	Promote the job vacancy portal which lists all Havant Borough Council jobs opportunities – <a href="http://www.hampshirejobs.org.uk">www.hampshirejobs.org.uk</a>	Ongoing	Human Resources
Human Resources	<p>Raise awareness of the CTP (Careers Transition Partnership), the National Careers service and any local job clubs.</p> <p>Offer support to employees who choose to be members of the Reserve Forces, by accommodating their training and deployment where possible and providing additional 2 weeks paid leave to undertake training (adopt a Reservist HR policy to support this).</p> <p>Endeavour to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner’s deployment,</p> <p>Continue to offer a ‘guaranteed interview scheme’ or policy that stipulates that for every job opportunity that goes for external recruitment at least one ex-member of Armed Forces should be interviewed as long as they meet the job specification.</p>	Ongoing	Human Resources / Community team/all managers
Volunteering opportunities	Promote links to voluntary sector organisations such as Community First to highlight opportunities for volunteering - <a href="http://www.volunteerwessex.org">www.volunteerwessex.org</a>	Ongoing	Community team
Education, children and young people	Raise awareness of the Service Pupil premium - these funds are allocated to schools for resources, support, trips, educational and emotional support.	Ongoing	Armed Forces Champion

Recognise and Remember	<p>Honour Remembrance Sunday and Armistice Day in the Borough and other key events such as Flag-Raising for Armed Forces Day etc</p> <p>Work in partnership with Armed Forces personnel and local community groups to facilitate projects and activities e.g. Silhouette trail, war heroes booklet, Tommy Remembrance sculpture.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Community team/The Mayor of Havant</p> <p>Community team</p>
Leisure and recreation	<p>Promote sport and physical activity related programmes and initiatives.</p> <p>Encourage the use of and promote;</p> <ul style="list-style-type: none"> <li>• Public open spaces</li> <li>• Skate park</li> <li>• Play park facilities</li> <li>• Community centre activities</li> </ul>	Ongoing	Community team
Economic development and skills	<p>Encourage more businesses in the Borough to sign up to the Covenant</p> <p>Havant Borough Council to promote the Defence Employee Recognition Scheme (DERS) with other organisations</p>	<p>Ongoing</p> <p>April 2021</p>	<p>Economic Development /Community team</p> <p>Community team</p>
Initiatives	<p>Apply for a silver Employers Recognition Scheme award, highlighting our commitment and support to the Armed Forces Community. We would then aim to encourage local businesses and organisations to apply for similar awards.</p> <p>Work with partners and Community groups to seek/apply for funding for projects and new initiatives.</p>	<p>April 2021</p> <p>Ongoing</p>	<p>Community team</p> <p>Community team</p>



## **Guidance on the Guaranteed Interview Scheme for Veterans**

Havant Borough Council (HBC) recognises it has a role to play in helping those leaving the Armed Forces (veterans) fulfil their potential in civilian life. Veterans can find making the transition to civilian life extremely challenging, particularly in finding and securing lasting employment. To support this, the Council have introduced a Guaranteed Interview Scheme for Veterans.

### **Contents**

- 1.0 Scope
- 2.0 Equal Opportunities
- 3.0 What are the benefits of the Guaranteed interview scheme for Veterans?
- 4.0 What is a Veteran?
- 5.0 What is the Guaranteed Interview Scheme for Veterans?
- 6.0 Who is eligible for a Guaranteed Interview for Veterans?
- 7.0 How will the Scheme work?
- 8.0 Where can I find further help?

### **1.0. Scope**

- 1.1 The Guaranteed Interview Scheme for Veterans will operate for all external recruitment.
- 1.2 **Please note:** This scheme has no bearing on redeployment, redundancy selection or internal reorganisations.

### **2.0 Equal Opportunities**

- 2.1 HBC is an equal opportunities employer and recognises that a diverse workforce, coming from all sections of the community, can improve services by offering differing skills, experiences, backgrounds and cultures. HBC also recognises the Disability Confidence scheme.
- 2.2 HBC is committed to support the armed forces community in the Havant Borough area, including all serving and former members, reservists and their families. The Guaranteed Interview Scheme for Veterans stems from this commitment.

### **3.0 What are the benefits of the Guaranteed Interview Scheme for Veterans?**

- 3.1 This Scheme has a number of benefits, including the following:
  - Veterans can bring valuable transferable skills and qualities into the organisation, such as:
    - Communication skills
    - Organisational skills and commitment

- Problem solving and adaptability
  - Leadership and management skills
  - Health and safety / security awareness
  - Team working skills
- The Scheme may provide the recruiting manager with a wider selection of candidates to appoint from, using the essential criteria listed on the role profile.
  - It will assist veterans to overcome barriers in finding civilian employment.
  - It will help reduce the risk of veterans developing health and welfare problems as a result of long term unemployment.
  - It will contribute to the achievements of the Council's Economic and Later Life priorities, specifically in relation to developing an appropriately skilled workforce, and ensuring financial security and independence in later life.

#### **4.0 What is a Veteran?**

4.1 A Veteran is defined by the Department for Work and Pensions as:

“A person who has served in the regular armed forces of the Crown within the last 3 years”.

#### **5.0 What is the Guaranteed Interview Scheme for Veterans?**

5.1 The Guaranteed Interview Scheme for Veterans is a commitment that HBC has made to support the Armed Forces Community Covenant. This commitment is to guarantee an interview for any veterans that meet the essential criteria set out in the role profile. The scheme is not a guaranteed job for Veterans, as selection procedures will ensure the best candidate for the job is appointed, based on the objective criteria of the role profile.

#### **6.0 Who is eligible for a Guaranteed Interview for Veterans?**

6.1 The following applicants are eligible for the Guaranteed Interview Scheme:

- Applicants that are currently serving in the Armed Forces and are within 12 weeks of their discharge date; and
- meet the essential criteria set out in the role profile

Or alternately:

- Applicants that meet the essential criteria set out in the role profile; **and**
- the Armed Forces were their last long term substantive employer; **and**
- no more than 3 years has elapsed since they left the Armed Forces.

6.2 **Please note:** As per section 2.0 above, HBC recognises the Disability Confidence scheme, and for anyone who meets the essential criteria on the

person specification for the role they have applied for, they are guaranteed an interview. Please refer to the Recruitment Procedure for further information.

## **7.0 How will the Scheme work?**

7.1 There will be minor amendments to certain areas of the recruitment process which are explained below.

### 7.2 Role Profiles

Before advertising, the recruiting manager needs to review the role profile and ensure that it lists all the key skills and qualifications that are essential to the role. This will ensure that shortlisting is completed in an objective way.

**Currently, all key skills listed on the role profile are essential unless otherwise stated as desirable.**

### 7.3 Advertising

All external job adverts will automatically appear on the MOD Career Transition Partnership (CTP) Right Job website at no extra cost to the recruiting manager/ service. This will potentially widen the pool of applications received.

### 7.4 Shortlisting

The recruiting manager should check the application form to see if the applicant has declared that they are a veteran. Any veteran that meets the essential criteria for the role and the Scheme **must** be offered an interview alongside other applicants that meet the essential criteria. This will ensure a veteran does not displace a candidate that meets the essential criteria, thus widening the shortlist and ensuring the equality of opportunities.

**Please note:** Where a veteran is classed as disabled they will be considered under the Disability Confidence Scheme. For further information please refer to the Recruitment Procedure.

### 7.5 Interviewing

The Recruiting Manager will need to check one of the following;

- 1) either the Military Service Records pack. The applicant should bring this to their interview. There is no requirement to take and store a copy of this. This information will confirm the veteran's military service record, and may be a useful demonstration of their skills and experience.
- 2) or see proof of the applicant's Armed Forces discharge date, at interview. Again, there is no requirement to take and store a copy of this.

Where a candidate has falsely claimed to be a Veteran any offer of employment may be withdrawn. Please contact the HR team for advice before taking any action.

7.6 Feedback

Due to the number of applicants HBC receive there is no obligation to provide feedback to applicants that were **not** shortlisted. However, where possible recruiting managers will attempt to feedback to all unsuccessful interviewees.

7.7 Care should be taken when providing feedback to unsuccessful applicants, making sure that it is based on factual evidence from the interview notes.

7.8 As a first step to gaining civilian employment, veterans will be keen to receive feedback on how they have performed at interview.

**8.0 Where can I find further help?**

8.1 If you require any further help, please contact the HR Team via [hrteam@havant.gov.uk](mailto:hrteam@havant.gov.uk)

**Written by:** Laura Bevis, Senior Community Development Officer

**Written on:** December 2016

**Updated:** To be updated in December 2017

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PUBLIC (NON-EXEMPT)

## HAVANT BOROUGH COUNCIL

HR COMMITTEE

20 July 2022

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### REPORT TO EMPLOYMENT COMMITTEE

#### FOR DECISION

Portfolio Holder: Cllr Alex Rennie

Key Decision: No

Report Number: HBC/067/2022

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#### 1. Purpose

- 1.1. To outline the timetable and the process for the recruitment of a permanent full-time Chief Executive and other Chief Officers of the CPCA.

#### Recommendations

The Employment Committee is requested to:-

- (i) approve the job descriptions of
- the Chief Executive,
  - Executive Head of Regeneration and Communities,
  - Executive Head of Place,
  - Chief Finance Officer,
  - Chief Legal Officer and
  - Chief HR Officer as detailed in Appendix 1;
- (ii) note the process and timetable for recruitment as detailed in Appendix 2.

#### 2. Background

- 2.1 In February 2022 the Council decided to end its shared management arrangements with East Hants District Council and become a standalone Council. In May 2022 the Council accepted the recommendation of the Chief Executive for a standalone senior management structure. Three posts have subsequently been recruited to and interim appointments have been made for the vacant posts, pending recruitment of the permanent roles.

- 2.2 The following permanent posts are currently vacant:
- Chief Executive,
  - Executive Head of Regeneration and Communities,
  - Executive Head of Place,
  - Chief Finance Officer,
  - Chief Legal Officer and
  - Chief HR Officer
- 2.3 This report sets out the job descriptions for those posts (Appendix 1) and the process for recruitment to those posts (Appendix 2). It is intended to commence recruitment as soon as practicably possible.
- 2.4 A start date for the outline timetable for the recruitment process (Appendix 2) will be verbally given at this meeting of this HR Committee. The recruitment agents are currently advising on the most appropriate start date for this process.
- 2.5 The start date of the new Chief Executive and the other permanent chief officer roles will be dependent on the outcome of the recruitment process and the duration (if any) of the notice period of the successful candidates.
- 2.6 The interim Chief Executive will update the HR Committee also on the appointment of the recruitment agency at its meeting.

### **3. Process**

- 3.1 The HR Committee is responsible for the appointment of the Council's chief officers. Chief officers are those who either:
- Hold statutory responsibility (Chief Executive, s.151 Officer, Monitoring Officer), or
  - Report to the Chief Executive (Executive Heads of Service, Chief HR Officer)
- 3.2 The process and timetable detailed in the appendices to this report offer the best opportunity to recruit the very best candidates for this post.

#### 4.0 Financial Implications

4.1 The Senior Management Pay Policy determines the appropriate level of pay for chief officers of the Council. The Senior Management Pay Policy is under review and will be reported to the next meeting of this Committee.

4.2 It is proposed that these roles are advertised with their current levels of pay, noting that chief officers' pay is under review. The revised levels of pay will be agreed by this Committee prior to interview of the prospective candidates.

4.3 The current grades and levels of pay are as follows:

ROLE	MINIMUM	MID-POINT	MAXIMUM
Chief Executive	£105,494	£124,110	£142,727
Director	Removed as part of the restructure		
Head of Service (includes s.151 officer & Monitoring Officer)	£62,506	£73,536	£84,566

4.4 The roles will be advertised from the current minimum to maximum levels. Dependent on the salary point agreed at interview, there will be an opportunity for incremental advancement subject to performance.

4.5 The costs of the search and recruitment to be confirmed. This will be funded from the transition reserve agreed by the Council as part of the budget approved in February 2022 for the financial year 2022/23.

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## APPENDIX 1: JOB DESCRIPTIONS

The following job descriptions are included in this appendix:

- (1) Appendix 1(a): Chief Executive
- (2) Appendix 1(b): Executive Head of Regeneration & Communities
- (3) Appendix 1(c): Executive Head of Place
- (4) Appendix 1(d): Chief Finance Officer (s.151 officer)
- (5) Appendix 1(e): Chief Legal Officer (Monitoring Officer)
- (6) Appendix 1(f): Chief HR Officer

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## **JOB DESCRIPTION – CHIEF EXECUTIVE**

### **Job Purpose**

Lead and manage the corporate direction of the Council through strategic leadership and vision, enabling the Council to deliver on its political priorities and corporate strategy to enhance the lives of residents, businesses and visitors of Havant.

This is a Chief Officer role reporting to the Leader, Cabinet and Council. The postholder chairs the Management Team.

### **Leadership Accountabilities**

1. Delivery of the Council's Corporate Strategy
2. Appointed as the Head of Paid Service
3. Appointed as the Electoral Registration and Returning Officer
4. Leading stakeholder engagement with the community, Government agencies, businesses and other public bodies

### **Direct Accountabilities**

- Lead the management team in the planning, development, co-ordination and implementation of the Council's policies, objectives and priorities;
- Ensure an effective financial and corporate governance framework, upholding the highest standards of conduct and modelling the Council's values and behaviours
- Develop and promote a culture for change that facilitates new ways of working, minimising bureaucracy to ensure efficient decision making
- Lead the development and maintenance of sound working relationships with elected councillors and work with the Council's partners to be an ambassador of the Council's objectives.
- Ensure that policies and practices are developed and implemented that sustain the standards of the Council as a 'good employer' including the effective leadership, development and motivation of all staff.

- To attend Council, Cabinet and strategic committee meetings, corporate management team meetings; meetings of outside groups and organisations; and other meetings as required.
- Tasks and responsibilities are unpredictable and varied. The post holder is expected to work in a flexible way and will be expected to continually develop in the role.

### **Behaviours & Skills**

**The Chief Executive is** expected to:

- Lead the management team to collaborate proactively and productively and work effectively with Councillors
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Demonstrate strong political awareness, stakeholder relationship management and cultural sensitivity
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

### **Service Specific**

This postholder is expected to bring:

- Significant experience of successful leadership within a public authority, delivering tangible benefits and outcomes for communities.
- Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.
- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.
- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.

- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.
- Ability to develop effective working relationships with the local community; focussing on their needs whilst being able to develop practical and creative solutions to service and corporate problems.
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career

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## **JOB DESCRIPTION - EXECUTIVE HEAD OF SERVICE: REGENERATION & COMMUNITIES**

### **Job Purpose**

Lead the development and delivery of regeneration, economic development, community engagement, housing and enforcement (prevention) services for Havant Borough Council. Taken together these services aim to build pride in Havant.

This is a Chief Officer role reporting to the Chief Executive and is part of the Management Team.

### **Shared Leadership Accountabilities**

As a member of HBC's Management Team:

1. Delivery of the Council's Corporate Strategy
2. Leadership of the Council's workforce
3. Represent and deputise for the Chief Executive
4. Leading stakeholder engagement with the community

### **Direct Accountabilities**

1. Working in partnership with the community, lead on all aspects of the development and delivery of the Regeneration and Economic Development strategy, the Community Partnership strategy, Leisure Strategy and oversee the development of an evaluation framework.
2. Deliver strategic and operational plans to achieve the Corporate Strategy objectives for:
  - Regeneration, economic development and community engagement
  - Housing, including ambitious plans to increase affordable housing through commercial development of a housing company
  - An enforcement (prevention) service that works to instil a pride in the Havant Borough area
3. Deliver services direct to the community in-
  - Housing Support
  - Housing Options
  - Enforcement
  - Community Development

4. Generate and develop productive networks both locally and nationally to access optimal resourcing and maintain strong strategic and stakeholder relationships.
5. Freeport  
To be the officer lead for the Council on the Solent Freeport programme. Develop and monitor a pipeline of projects for the use of Freeport funding. To develop good working relations with the Solent Local Enterprise Partnership and support the Council's role on the Freeport Board.
6. Strategic contribution  
To be the officer lead for community engagement and develop key relations with external providers to ensure strategic programmes for the Borough, not just for the Council

### **Behaviours & Skills**

#### **Shared**

Executive Heads of Service (EHS) are expected to:

- Collaborate proactively and productively as part of the senior leadership team and work effectively with Councillors
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Demonstrate strong political awareness, stakeholder relationship management and cultural sensitivity
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

#### **Service Specific**

This postholder is expected to bring:

- Significant experience of successful leadership within regeneration/economic development, delivering tangible benefits and outcomes for communities.
- Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.



- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.
- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.
- Ability to develop effective working relationships with the local community; focussing on their needs whilst being able to develop practical and creative solutions to service and corporate problems.
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career

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## **JOB DESCRIPTION - EXECUTIVE HEAD OF SERVICE: PLACE**

### **Job Purpose**

Lead the development and delivery of planning policy, planning development management, building control, environmental health and development of the climate change agenda. This role also holds responsibility for emergency planning.

This is a Chief Officer role reporting to the Chief Executive and is part of the Management Team.

### **Shared Leadership Accountabilities**

As a member of HBC's Management Team:

1. Delivery of the Council's Corporate Strategy
2. Leadership of the Council's workforce
3. Represent and deputise for the Chief Executive
4. Leading regulatory services for the Council

### **Direct Accountabilities**

1. Lead on all aspects of the development and delivery of the Local Plan and delivery of the Climate Change Strategy
2. Deliver strategic and operational plans to achieve the Corporate Strategy objectives for:
  - Contributing to the amenity of the Havant Borough area
  - A sound Local Plan including 5 year land supply and a protocol which enables development to contribute to infrastructure development
  - Building safety and building controls
  - Protection of the public through delivery of regulatory environmental health services
  - Emergency Planning and business continuity
  - Achieving net zero
3. Deliver services direct to the community in-
  - Planning development management (applications for development consent)
  - Building Control
  - Environmental Health
  - Emergency planning

4. Generate and develop productive networks both locally and nationally to access optimal resourcing and maintain strong strategic and stakeholder relationships.
5. Planning for South Hampshire  
To be the officer lead for the Council on the Planning for South Hampshire (PfSH) Committee. Supporting the portfolio holder for planning policy to develop working relations with other Councils forming the joint committee and contributing to development of joint policies where relevant.
6. Strategic contribution  
To be the officer lead for meeting the Council's statutory obligations and regulatory framework for protection of the public and public amenity. To engage and develop key relations with external public sector bodies to ensure delivery of strategic objectives for the Council

### **Behaviours & Skills**

#### **Shared**

Executive Heads of Service (EHS) are expected to:

- Collaborate proactively and productively as part of the senior leadership team and work effectively with Councillors
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Demonstrate strong political awareness, stakeholder relationship management and cultural sensitivity
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

#### **Service Specific**

This postholder is expected to bring:

- Significant experience of successful leadership within planning or environmental health, delivering tangible benefits and outcomes for communities.
- Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.

- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.
- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.
- Ability to develop effective working relationships with other public sector bodies and the local community; focussing on their needs whilst being able to develop practical and creative solutions to service and corporate problems.
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career

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## **JOB DESCRIPTION – CHIEF FINANCE OFFICER & S.151 OFFICER**

### **Job Purpose**

Lead the development and delivery of a sound financial framework for the Council. To be the s.151 Officer for the Council. To lead the delivery of the Medium Term Financial Strategy.

This is a Chief Officer role reporting to the Executive Head of Internal Services and to the Chief Executive through the Statutory Officers group. This role is part of the Management Team.

### **Shared Leadership Accountabilities**

As a member of HBC's Management Team:

1. Delivery of the Council's Corporate Strategy
2. Leadership of the Council's workforce
3. Represent and deputise for the Executive Head of Internal Services
4. Work with the statutory officers (Chief Executive and Monitoring Officer) to ensure sound corporate governance

### **Direct Accountabilities**

1. To deliver the role of the Council's s.151 Officer as follows:
  - Develop process and systems ensuring the delivery of a medium term financial strategy, financial plan and annual budget report to Council that align resources to delivery of the Councils functions and strategic objectives
  - Ensure financial probity and financial management competence across the Council
  - Develop an investment programme linked to the Council's Corporate Strategy
  - To be the audit lead for the Council
2. To be the lead officer to the Audit Committee
3. To develop strong relations with the internal and external auditors ensuring that the Council demonstrates good levels of financial probity
4. Deliver strategic and operational plans to lever external funding to ensure delivery of the Corporate Strategy objectives

5. Generate and develop productive networks both locally and nationally to access best practice and maintain strong strategic and stakeholder relationships.

## **Behaviours & Skills**

### **Shared**

The Chief Finance Officer is a Chief Officer of the Council and is expected to:

- Collaborate proactively and productively as part of the senior leadership team and work effectively with Councillors
- Demonstrate strong financial awareness, stakeholder relationship management and cultural sensitivity
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

### **Service Specific**

This postholder is expected to bring:

- Degree or equivalent level qualification and recognised accountancy qualification  
Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.
- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.
- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.



# Havant

## BOROUGH COUNCIL

- Up to date professional knowledge of the key areas relevant to the role and authoritative insight into the legal and governance framework of local government
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career

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## **JOB DESCRIPTION – CHIEF LEGAL OFFICER & MONITORING OFFICER**

### **Job Purpose**

Lead the development and delivery of a sound corporate governance framework for the Council. To be the Monitoring Officer for the Council. To lead the delivery of Legal Services, Democratic & Elections Services and Information governance.

This is a Chief Officer role reporting to the Executive Head of Internal Services and to the Chief Executive through the Statutory Officers group. This role is part of the Management Team.

### **Shared Leadership Accountabilities**

As a member of HBC's Management Team:

1. Delivery of the Council's Corporate Strategy
2. Leadership of the Council's workforce
3. Represent and deputise for the Executive Head of Internal Services

### **Direct Accountabilities**

1. To deliver the role of the Council' Monitoring Officer as follows
  - Develop process and systems ensuring the lawfulness of the Council, ensuring that its corporate governance framework is sound and delivers good decision making so as to engender trust and confidence in the propriety of the Council, its members and officers
  - Develop and monitor a Constitution which supports efficient decision making.
  - Lead the process for member conduct, ensuring impartial and independent review of complaints
  - Lead officer for dealing with complains of maladministration by the Ombudsman
  - To maintain registers of members interests and gifts & hospitality
2. To deliver elections and electoral registrations requirements in accordance with statutory requirements
3. To act as the Deputy Returning Officer

4. To hold responsibility for the Senior Information Risk Officer and ensure information governance processes in accordance with statutory requirements
5. Deliver strategic and operational plans to achieve the Corporate Strategy objectives by contributing to the Council's internal processes and systems ensuring that they are effective and responsive
6. Lead the Corporate Governance Group working in partnership with the Management Team
7. Generate and develop productive networks both locally and nationally to access best practice and maintain strong strategic and stakeholder relationships.

### **Behaviours & Skills**

#### **Shared**

The Monitoring Officer is a Chief Officer of the Council and is expected to:

- Collaborate proactively and productively as part of the senior leadership team and work effectively with Councillors
- Demonstrate strong political awareness, stakeholder relationship management and cultural sensitivity
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

#### **Service Specific**

This postholder is expected to bring:

- Significant experience of successful leadership in corporate governance and experience in the role of Monitoring Officer
- Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.
- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.

- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.
- Up to date professional knowledge of the key areas relevant to the role and authoritative insight into the legal and governance framework of local government
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career

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## JOB DESCRIPTION – CHIEF HR OFFICER

### **Job Purpose**

Lead the development and operation of an effective HR and Organisational Development function for the Authority. Create and implement strategies to attract, retain, develop, inspire and support a strong, engaged workforce. Support the management team to put people first and to create a balanced and flexible working environment, capable of working in an innovative and agile way.

This is a Chief Officer role reporting to the Executive Head of Internal Services and to the Chief Executive through the Statutory Officers / Advisory group. This role is part of the Management Team.

### **Shared Leadership Accountabilities**

As a member of HBC's Management Team:

1. Delivery of the Council's Corporate Strategy
2. Leadership of the Council's workforce
3. Represent and deputise for the Executive Head of Internal Services

### **Direct Accountabilities**

1. Develop and deliver a people strategy for HBC, encompassing workforce engagement, development, talent acquisition and excellent processes to support of people management, training and development, talent management, welfare, change management, and organisational development.
2. Lead and develop the HBC HR Team and work with professional partners to deliver specialist support e.g., talent acquisition, learning.
3. Act as the primary advisor to Cabinet, the HR Sub-Committee, the Head of Paid Service, and the Management Team on matters relating to HR, OD, and welfare.
4. Act as lead client for all outsourced HR and OD functions.

5. Lead on the development, implementation and embedding of contemporary HR and OD practice and policy to drive a high performance, high accountability culture.

## **Behaviours & Skills**

### **Shared**

The Chief HR Officer is a Chief Officer of the Council and is expected to:

- Collaborate proactively and productively as part of the senior leadership team and work effectively with Councillors
- Demonstrate strong political awareness, stakeholder relationship management and cultural sensitivity
- Demonstrate 'whole organisation' thinking in the delivery of shared and direct accountabilities
- Identify and create opportunities for agile practices in all areas to progress the Council's efficiency agenda and reduce bureaucracy
- Display a 'commercial' awareness in planning and decision-making, encouraging others to do the same
- Communicate compellingly verbally and in writing
- Manage people well to encourage optimum engagement and performance
- Be skilled at managing conflict and achieving resolution
- Show a commitment to customer excellence

### **Service Specific**

This postholder is expected to bring:

- Significant experience of successful leadership in an HR and OD context, across all aspects of the HR space. Must be CIPD qualified to L7 or have equivalent experience.
- A demonstrable and up to date understanding of the HR and OD policy and legal context, and its effective application in the workplace.



- Clear evidence of applying innovation, best practice, and agile working, in developing service excellence.
- Evidence of successful resource and financial management, including evidence of the resolution of conflicting priorities, formulating budgets, applying rigorous monitoring and control procedures and maximisation of available grants.
- A record of success in communication and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships and positively promoting organisational reputation and interests.
- Evidence of championing successful change management within a complex and demanding environment; developing, leading and implementing strategies and change programmes to secure continuous service improvement, successful outcomes and significant operational and service changes.
- A track record of working effectively within a political environment, providing clear and balanced advice and guidance on strategic issues to achieve service objectives.
- Ability to promote the Council, its reputation and status at a regional and national level.
- A track record of having achieved personal professional and organisational goals over the course of their career.

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## APPENDIX 2: PROCESS FOR APPOINTMENT OF EXECUTIVE ROLES WITH TIMETABLE

### **Preparation stage**

Prepare job descriptions

Seek and appropriate recruitment agent to advise on the timetable for recruitment of the Chief Executive and the Chief Officers

Consult HR Committee to clarify process and requirements for interview

Work with recruitment agent to clarify requirements and how to approach the candidate market most effectively with a compelling proposition in a challenging recruitment market; The timetable below is designed to take 8-10 weeks.

### **Prepare advert (Weeks 1-2)**

- Build a fully accessible microsite as part of the attraction proposition linked to the Council's website, and prepare any advertising and social media activity;
- Create materials for attracting candidates to Havant Borough Council (area profile, video by Leader etc.
- Agree a robust interview process which avoids unconscious bias including agreeing the appropriate evaluation methods (presentation, assessment, team exercise, Cabinet / Leader interview, meet the Management Team etc)
- Create a 'target map' of potential sources and candidates for the roles based on the Council's requirements including advert and direct contacts

### **Search & longlist (Weeks 3 – 5)**

- Qualify the credentials of candidates wishing to proceed, helping them better understand the reason they have been contacted and the strength of fit and potential within the role; helping to overcome possible blockers or barriers by reviewing their expressions of interest
- Obtain recommendations from candidates not proceeding with the role;
- Evaluate the level of interest for the roles.

### **Create shortlist (Week 6)**

- Create a graded longlist (first pass "sift") for the role identifying motivation, fit, professional expertise and relevant track record;

- CEX, Leader and Chair of HR Committee to shortlist relevant candidates supported by the HR advisor;

### **Candidate presentation, interview & appointment (Weeks 7-8)**

- Ensure that those candidates not selected are stood down with comprehensive and constructive feedback;
- Ensure those being taken forward to final Panel interview are fully briefed and understand how their particular experience is most relevant to the opportunity; recognising that different candidates have different advantages, therefore working hard to ensure equity of conditions;
- Arrange interview process to include as necessary
  - Interview questions
  - Presentation
  - Stakeholder engagement sessions (Management Team, Cabinet, key external stakeholders etc)
  - Assessment and feedback to HR Committee
- Undertake reference checks;
- Offer and appoint to role
- Maintain liaison with the appointees following successful outcome via regular aftercare meetings.