



8 November 2019

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Monday, 18 November 2019 in the Council Chamber, Council Offices , Foster Avenue, Beeston NG9 1AB, commencing at 7.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact Legal Services at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	L Fletcher	J M Owen
	J C Goold	J C Patrick
	M Hannah (Chair)	R S Robinson (Vice-Chair)
	L A Lally	P D Simpson
	P Lally	D K Watts
	H Land	R D Willimott
	P J Owen	

## A G E N D A

1. APOLOGIES

To receive any apologies and notification of substitutes.

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

PAGES 1 - 4

To approve the minutes of the previous meeting held on 16 September 2019.

4. REFERENCE

4.1 Environment and Climate Committee

1 October 2019  
Environmental Services Review

The confidential report is included as agenda item 10. It should be noted that the recommendation included in the report was amended in order to allow for consideration by the Personnel Committee.

**RECOMMENDED to the Personnel Committee that the revised structure for the Environmental Services Section as set out in appendix 2 of the report be approved.**

5. INTERNAL COMMUNICATIONS AND ENGAGEMENT PAGES 5 - 10

To update the Committee on internal communications and employee engagement initiatives at the Council.

6. ORGANISATIONAL DEVELOPMENT PAGES 11 - 12

The report outlines the direction of travel for the Committee's work during its term of office.

7. PERFORMANCE MANAGEMENT - BUSINESS PLAN  
PROGRESS SUPPORT SERVICE AREAS - HUMAN  
RESOURCES PAGES 13 - 18

To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

8. WORK PROGRAMME PAGES 19 - 20

To consider items for inclusion in the Work Programme for future meetings.

9. EXCLUSION OF PUBLIC AND PRESS

**The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Schedule 12A of the Act.**

10. REFERENCE - ENVIRONMENTAL SERVICES REVIEW PAGES 21 - 32

11. APPLICATION FOR VOLUNTARY REDUNDANCY PAGES 33 - 34

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## PERSONNEL COMMITTEE

MONDAY, 16 SEPTEMBER 2019

Present: Councillor M Hannah, Chair

Councillors: L A Lally  
P Lally  
H Land  
R S Robinson  
D K Watts

Apologies for absence were received from Councillors L Fletcher, J C Goold, P J Owen, J M Owen, J C Patrick, P D Simpson and R D Willimott

1 DECLARATIONS OF INTEREST

There were no declarations of interest.

2 TERMS OF REFERENCE

The Committee noted its Terms of Reference.

3 REFERENCES

3.1 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019  
Whistleblowing Policy

The Committee considered the amendments to the Whistleblowing Policy proposed by the Local Joint Consultative Committee. It was noted that the Chief Audit and Control Officer had been added to the Policy as a point of contact for reporting whistleblowing.

**RESOLVED that amendments to the Whistleblowing Policy be approved.**

3.2 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019  
Code of Conduct

The Committee considered the amendments to the Code of Conduct proposed by the Local Joint Consultative Committee. It was noted that the Code of Conduct had been amended to state that all gifts required registration and all hospitality required approval by the appropriate manager.

The Committee requested that the Governance, Audit and Standards Committee ensure that there is a consistency in approach with regard to the Member Code of conduct.

**RESOLVED that amendments to the Code of Conduct be approved, subject to the exception that minimal hospitality such as tea, coffee biscuits or a buffet lunch need not be declared or are required to be approved in advance by a line manager.**

### 3.3 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019  
Dying to Work Charter

The Committee considered the introduction of the Dying to Work Charter proposed by the Local Joint Consultative Committee. By signing the Charter, the Council was agreeing to supporting any employee diagnosed with a terminal illness by continuing to provide reasonable adjustments to help maintain dignity, continuity of employment and the right to choose the best course of action for themselves and their families without undue financial loss. The Committee requested that suitable publicity be given to the signing of the Charter.

**RESOLVED that the Dying to Work Charter be approved.**

### 3.4 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019  
Attendance Management Policy

The Committee considered the amendments to the Attendance Management Policy proposed by the Local Joint Consultative Committee. It was noted that the policy had been amended to incorporate the Dying to Work Charter.

**RESOLVED that amendments to the Attendance Management Policy be approved.**

### 3.5 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019  
Domestic Abuse Policy

The Committee considered the introduction of a new Domestic Abuse Policy to replace the existing Domestic Violence and Abuse Policy. The Policy outlines the Council's commitment to support employees who are suffering from domestic abuse and provides a practical framework for employees and managers and specifies the methods of support available.

**RESOLVED that the introduction of a new Domestic Abuse Policy be approved.**

3.6 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019

Leave Scheme

The Committee considered the proposed amendments to the Leave Scheme proposed by the Local Joint Consultative Committee. This included proposing up to ten working days paid leave, pro rata for part time employees, to attend medical, legal and housing appointments in relation to their domestic abuse case.

**RESOLVED that the amendments to the Leave Scheme be approved.**

3.7 LOCAL JOINT CONSULTATIVE COMMITTEE

12 September 2019

Menopause in the Workplace Policy

The Committee considered the introduction of the Menopause in the Workplace Policy. The Policy was intended to provide employees assurance and support, whilst also providing guidance for managers.

**RESOLVED that the introduction of the Menopause in the Workplace Policy be approved subject to amending the wording to ensure people identifying as intersex/trans are included within the remit of the Policy.**

4 RESTRUCTURE OF LEARNING AND DEVELOPMENT TEAM, INCLUDING PROPOSED LEARNING AND DEVELOPMENT APPRENTICE

The Committee was advised of a proposal to re-structure the Learning and Development Team within the Human Resources Section, including the appointment of an apprentice.

**RESOLVED to implement the proposed changes to the Human Resources Section.**

5 PERFORMANCE MANAGEMENT - BUSINESS PLAN PROGRESS SUPPORT SERVICE AREAS - HUMAN RESOURCES

The Committee was informed of progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives. It was noted that the Council was working toward being a level three disability confident employer.

6 WORK PROGRAMME

The Committee considered the Work Programme.

**RESOLVED** that the Work Programme be approved, subject to the inclusion of further reports on support offered to employees dealing with domestic violence cases, internal communications (especially at Kimberley Depot), management of long term health conditions in the workplace and health profiling of staff and staff engagement.



## Report of the Chief Executive

**INTERNAL COMMUNICATIONS AND ENGAGEMENT**Purpose of report

To update the Committee on internal communications and employee engagement initiatives at the Council.

Background

In 2018, the Council adopted a new Communications and Engagement Strategy, which focuses on the importance of engaging and communicating effectively with employees.

Employee engagement can help improve performance, allow employees to feel more able to share ideas and help the Council to attract and retain talented employees.

Engaging employees is also directly aligned to the Council's values:

- Going the extra mile - a strong, caring focus on the needs of all communities
- Ready for change - innovation and readiness for change
- Employees - valuing employees and enabling the active involvement of everyone
- Always improving - continuous improvement and delivering value for money
- Transparent - integrity and professional competence

A full list of recent and current initiatives are detailed in the appendix.

Financial implications

There is provision within the 2019/20 budget for the initiatives set out in the appendix.

**Recommendation**

**The Committee is asked to NOTE the report.**

Background papers

Nil

**APPENDIX**Employee Forum

The Council's Internal Communications Group was established in 2017 to champion internal communications across the organisation. Their work so far has included re-launching the Employee Newsletter, establishing the Employee Awards scheme and launching Staff Shout Outs. In 2019, the group was rebranded as the Employee Forum and given a new remit to make recommendations on an agreed list of employee matters, as well as helping to shortlist the nominations for the Employee Awards.

Employee Communications Channels

A monthly employee newsletter is circulated via email to employees including important corporate updates, reminders on policies and procedures, as well as more fun and human interest stories. The newsletter achieves an average open rate of 80%.

Line Managers who have dispersed workers are asked to share the information provided in the newsletter at team meetings and any employees without a Council email address is able to request to have it sent to their personal email address.

Promotional messages are also shared through all staff emails, screen saver messages, noticeboards and posters in communal areas and toilets. As part of New Ways of Working, new technology has been introduced to allow for promotional messages to be displayed on TV screens across the offices.

Employee Awards

Since 2016, an Employee Awards scheme has been run to allow employees to nominate colleagues as Employee of the Year. In 2018, the scheme was extended to include Team of the Year.

Care to Share Suggestion Scheme

A new Care to Share suggestion scheme was launched earlier this year to encourage employees to come forward with their ideas about improving services, generate income or saving money. Since its launch in May, ten ideas have been suggested which the relevant Heads of Service are considering.

Back to the floor events

Regular 'back to the floor' exercises take place at Kimberley Depot and within the Housing Department to ensure employees that are not office based are engaged with and have a chance to raise issues. As a result, in Kimberley, 'you said, we did' feedback has been promoted to highlight that employee concerns are taken seriously and acted upon.

Building on the success of these 'back to the floor' events, the Customer Services Team have developed a programme of role swap/shadowing days where Officers take on different roles to enable them to see the job through new eyes and potentially suggest ideas.

### Developing a strategic narrative

The Council's strategic narrative has recently been developed to help employees understand how we are going to make Broxtowe a great place and successes we have had so far. An infographic is currently being designed to help communicate this to dispersed workers and continuing to share this message through SMT, Team Meetings, Briefings, the Corporate Induction and our Internal Communications Channels will help employees see the role they can play in achieving our goals and encourage them to contribute by sharing ideas.

### GREAT values

Significant work has taken place over the past year to help employees relate to and understand the Council's values and good progress has been made in adopting the GREAT values. Continuing to promote employee and organisational success in relation to the GREAT values through Employee News, Shout Outs, Employee of the Year and SMT illustrates to employees that the values on the wall are being lived out on the floor and is something to which we can all aspire.

### Information Cascade

In order to engage people from all levels, it is essential that Managers are engaged with what we are trying to achieve. As part of New Ways of Working, the importance of regular 1-2-1s, team meetings and opportunities to share ideas with colleagues are emphasised.

Senior Management Team (SMT) monthly meetings provide a useful forum to ensure Heads of Service are equipped to cascade appropriate information to their employees and this is supported by Manager Briefing Packs for corporate projects.

Work is also on-going to encourage employees of their own responsibility to keep themselves up to date by reading the employee newsletter, reading the SMT briefing, engaging with team meetings, following our social media and chatting with colleagues in the break out areas. As part of this, social media viewing access has been opened up to all employees for business use so they can follow the Council online.

Video has also been used to provide information updates in a more engaging way, as well as directly including employees such as the Mental Health Awareness Week video which was written, produced and featured employees.

New Ways of Working has also allowed for more open office environments that promote better sharing of information across departments.

### New Induction Format

A new format for Employee Inductions has been developed to make it more engaging for new starters and ensure they understand the Council's vision and values from the start of their employment. This has included a 'Welcome To Broxtowe' video featuring current employees. As part of their induction process, employees also meet GMT within their first few weeks.

### Roadshows

As part of the recent Let's Talk Broxtowe consultation, five employee roadshows were held, including three at Kimberley Depot to encourage employees to share their ideas about the Corporate Plan and encourage them of the role they play in continuous improvement.

Each year, employees in the Housing Department are invited to attend a Housing Conference which includes updates on service achievements and future developments, as well as a chance for team building across the different arms of the Department.

### Campaigns

Recent campaigns, such as Clean and Green have included a focus on employee engagement as part of their objectives, helping employees get involved in activities beyond their usual day job.

### Communications Toolkit

As part of the Communications and Engagement Strategy, an employee Communications Toolkit was created to help employees communicate better externally, as well as with other employees. The toolkit included a Communications themed Snakes and Ladders game to help explain the communications planning process in a more engaging way.

### Union

Trade Unions are consulted on any HR policy developments/changes. They are represented directly on the internal Health and safety group. Committee reports which have significant HR elements – e.g. departmental restructures, also are the subject of consultation before proceeding to committee.

### Mental Health Employee Champions Group

Since December 2018, the Employee Champions Group has met regularly (normally monthly) to discuss ideas, initiatives and support the awareness of mental health within the workforce. The group is made up of a cross-section of the workforce from different departments, including Kimberley Depot. The mandate of the group is as follows:

1. To promote employee resilience and wellbeing

2. To encourage positive behaviours and attitudes resulting in a happy, compassionate and supporting working environment for all employees.
3. To create conditions where people feel comfortable and safe to be open and honest about their feelings and to encourage good listening skills and skills in supporting people who face mental health challenges
4. Provide appropriate training for managers on the importance of good mental health in the workplace and their responsibilities in promoting good mental health and supporting employees with mental health difficulties with compassion and empathy
5. To help develop self-sustaining healthy teams
6. To develop resources for good mental health - including signposting
7. To give people strategies and tools to promote mental wellbeing
8. Help people to understand anyone can suffer from mental health conditions and there should be no negative stigma attached to asking for or needing help with mental health difficulties

A number of initiatives and events have been organised to increase engagement:

- Happy Calendars are now distributed to communal areas and noticeboards every month.
- A number of Mental Health magazines have been subscribed to and are distributed to breakout areas.
- Dedicated health and wellbeing page on the intranet signposting to support and advice.
- Internal promotional campaigns during Mental Health Awareness Week and Mental Health Day.

#### Kimberley Depot

At Kimberley Depot, regular toolbox talks take place on general updates and issues, as well as health and safety matters to ensure employees without computer access are kept informed and have opportunities to speak to colleagues and Managers. New electronic business signage will also be introduced shortly to share promotional messages and updates.

#### Surveys

Several surveys have been completed as New Ways of Working is rolled out to assess how employees are managing the change and how they feel about the working environment.

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## Report of the Chief Executive

**ORGANISATIONAL DEVELOPMENT**1. Purpose of report

The report outlines the direction of travel for the Committee's work during its term of office.

2. Detail

The Human Resources (HR) function of the Council has traditionally been strong in managing recruitment, retention, and performance; mitigating employment-related risks; ensuring legal compliance; ensuring equality and diversity; developing and enforcing policies and procedures; promoting efficiency and promoting workplace health and safety.

Where we now need to develop our capability is in organisational development. This includes promoting the well-being of employees; empowerment and active engagement of employees in the vision and mission of the organisation; developing top level performance; developing skills in attracting retaining and developing talent and succession planning.

The particular areas of work that may flow from this new emphasis are set out in the appendix, together with some suggestions as to how progress should be measured.

3. Financial implications

Any financial implications arising from the actions set out in the appendix are likely to be able to be accommodated within training and development budgets, but where additional funds are required these will need to be put forward as budget growth bids for 2020/21.

**Recommendation**

**The Committee is asked to CONSIDER the report and RESOLVE accordingly.**

Background papers

Nil

**APPENDIX**

- identify future skills requirements
- develop a new organisational development strategy
- Consider what strategic approaches will enable us better to attract talent and retain valuable skills, for example in harnessing new approaches to market opportunities to work in our authority.
- revisit the pay and reward model
- baseline employee engagement and satisfaction and track progress
- Refresh the learning and development strategy
- Develop our approach to coaching and mentoring
- Develop a new employee wellbeing strategy and achieve “gold” wellbeing at work status
- Develop a more strategic approach to succession planning
- Develop an approach to alternative career paths for people with long term conditions
- Supplement the apprenticeship strategy with career ladders/pathways for apprentices
- Develop approaches to management development training
- Review the effectiveness of appraisal systems
- Consider the use of 360 appraisal

**How should we measure our progress?**

- Internal promotions
- Skill development
- Employee satisfaction
- Retention rates



## Report of the Chief Executive

**PERFORMANCE MANAGEMENT – BUSINESS PLAN PROGRESS  
SUPPORT SERVICE AREAS – HUMAN RESOURCES**1. Purpose of report

To report progress against outcome targets identified in the Business Plans for the support services areas, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

The latest Business Plan for Resources and the other support service areas was approved by Full Council on 7 March 2019. This includes performance management data for Human Resources relevant to this Committee.

3. Performance Management

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against an appropriate Business Plans. This will include a detailed annual report where performance management is considered following the year-end.

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Business Plans for the Human Resource service. It provides a summary of the progress made to date on Critical Success Indicators (CSI), key tasks and priorities for improvement in 2019/20 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

**Recommendation**

**The Committee is asked to NOTE the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans in addition to the current Key Performance Indicators for 2019/20.**

Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Corporate Plan

The Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. This plan sets out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

Business Plans linked to the five corporate priority areas and the support service areas of Resources; Revenues, Benefits and Customer Services; and ICT and Business Transformation were approved by respective Committees at meetings held in January/February 2019. The support services provide support to the key services to assist them in achieving the priorities and objectives.

The respective Business Plans detail the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each priority area. These cover a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures in the Business Plans is undertaken regularly by the relevant Committee. This will include a detailed annual report where performance management and financial outturns are considered together following the year-end as part of the Council's commitment to closely align financial and performance management.






3. Performance Management

As part of the Council's performance management framework, this Committee receives regular reports of progress against the Business Plans for the Human Resources element of the support service areas. This report provides the quarterly data relating to Critical Success Indicators (CSI) for each area and a summary of the progress made to date on key tasks and priorities for improvement in 2019/20 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






The Council monitors its performance using the Pentana Risk performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the Pentana Risk performance reports is as follows:

Action Status Key

Icon	Status	Description
	Completed	The action/task has been completed
	In Progress	The action/task is in progress and is currently expected to meet the due date
	Warning	The action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	The action/task has passed its due date
	Cancelled	This action/task has been cancelled or postponed




Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only






## Critical Success Indicators for Human Resources 2019/20

The Critical Success Indicators relating to Human Resources are still to be defined. The service collects and makes use of a range of data and Key Performance Indicators have been determined to monitor service delivery and performance (see later in report).

## Key Tasks and Priorities for Improvement for Human Resources 2019/20

Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	HR1720 _01	Introduce 20 new online Broxtowe Learning opportunities by 2020	Expand the range of opportunities to develop employee skills by adding a further 20 modules to Broxtowe Learning Zone by 2020	<b>71%</b>	Mar-2020	Target is for 20 new courses delivered over the period, with 14 completed to date. On course for completion. During Q2 one new course launched and three Modules updated and relaunched. Since April 2017 there are 18 new courses and 14 refreshed or updated courses.
In Progress 	HR1922 _01	Achieve Level 3 (Leader) Status for Disability Confident Employer Scheme	Become a champion within local/business communities in terms of appointing, keeping, and developing disabled employees	<b>50%</b>	Mar-2020	Current Level 2 accreditation extended for 12 months until September 2020. Meetings with DWP have taken place. Portfolio of evidence being prepared for submission for Level 3.
In Progress 	COMS1922 _07	Achieve Well Being at Work Accreditation	Improve staff welfare and wellbeing	<b>33%</b>	Mar-2020	We anticipate that accreditation will occur in January 2020. This is due to a delay in the Nottinghamshire County Council accreditation system.

## Key Performance Indicators for Human Resources 2019/20

PI Status	Code & Short Name	Frequency	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Red 	BV12 Working Days Lost Due to Sickness Absence (Rolling Annual Figure)	Monthly	13.64	8.69	9.87%	7.5	Long term sick days per employee = 6.90 Short term sick days per employee = 2.97
Red 	BV16a Employees with a Disability %	Quarterly	7.1%	6.9%	6.28%	10%	
Red 	BV17a Ethnic Minority representation in the workforce %	Quarterly	6.9%	6.4%	6.97%	8%	
Amber 	HRLocal_06 Annual employee turnover %	Quarterly	13.1%	14.0%	10.02%	10%	
Amber 	HRLocal_07 Employees qualified to NVQ Level 2 and above %	Quarterly	85%	85%	86%	89%	Overall skill level has remained constant despite leavers and starters in Q2.

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**Report of the Strategic Director**

<b>WORK PROGRAMME</b>
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1. Purpose of Report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

27 January 2020	<ul style="list-style-type: none"> <li>• Support for Employees Suffering with Long-Term Conditions</li> <li>• Establishment Review – Corporate Communications</li> <li>• Business Plan</li> <li>• Domestic Violence Review</li> <li>• Work Force Profile</li> <li>• Training Needs Analysis</li> <li>• Establishment Review – Democratic Services</li> <li>• Business Plans and Financial Estimates 2020/21 - 2022/23</li> </ul>
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<b><u>Recommendation</u></b>
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<p><b>The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.</b></p>
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Background papers

Nil

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