



Monday, 22 June 2020

Dear Sir/Madam

A meeting of the Personnel Committee will be held on Tuesday, 30 June 2020 (to be held virtually, via Microsoft Teams) commencing at 7.00 pm.

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

Yours faithfully

Chief Executive

To Councillors: L Fletcher
J C Goold
M Hannah (Chair)
L A Lally
P Lally
H Land
P J Owen

J M Owen
R S Robinson (Vice-Chair)
P D Simpson
C M Tideswell
D K Watts
R D Willimott

AGENDA

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 27 January 2020.

4. RETURN TO WORK (Pages 5 - 26)

The report informs Councillors of the steps the council has taken to support the organisation to return to work.

5. PERFORMANCE MANAGEMENT - BUSINESS PLAN
PROGRESS SUPPORT SERVICE AREAS - HUMAN
RESOURCES (Pages 27 - 32)

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.

6. EMPLOYEE SURVEY RESULTS (Pages 33 - 36)

To update the Committee on the results of the Employee Survey which was ran in early 2020.

7. HR STAFFING (Pages 37 - 50)

To request the creation of an established permanent HR Officer role and request the transfer of the existing HR Apprentice to that role.

8. ORGANISATIONAL DEVELOPMENT STRATEGY (Pages 51 - 62)

To seek approval for a proposed Organisational Development Strategy for the authority.

9. AVC WISE (Pages 63 - 88)

To seek approval for the implementation of a new Shared Cost Additional Voluntary Contributions (SCAVC's) pension scheme in partnership with AVC Wise.

10. WORK PROGRAMME (Pages 89 - 90)

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

11. 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Schedule 12A of the Act.

12. HR STAFFING

(Pages 91 - 92)

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PERSONNEL COMMITTEE

MONDAY, 27 JANUARY 2020

Present: Councillor M Hannah, Chair

Councillors: T A Cullen (substitute)
L Fletcher
J C Goold
E Kerry (substitute)
L A Lally
P Lally
H Land
P J Owen
J M Owen
J C Patrick
R S Robinson
P D Simpson

Apologies for absence were received from Councillors D K Watts and R D Willimott

17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

18 **MINUTES**

The minutes of the meeting held on 18 November 2019 were confirmed and signed as a correct record.

19 **REFERENCES**

19.1 **LJCC COMMITTEE**

16 January 2020

Learning and Development Policy

The Committee considered the Learning and Development Policy which had been submitted following consideration by the Local Joint Consultative Committee. It was proposed by Councillor L Fletcher and seconded by Councillor P J Owen that a decision on the Policy be deferred to allow for further information to be gathered with regard to practises at other councils. On being put to the meeting, the proposal was lost.

RESOLVED that the amendments to the Learning and Development Policy be approved.

20 SUPPORTING EMPLOYEES WITH LONG TERM HEALTH CONDITIONS

Members noted a report which provided an update on the support offered by the Council to employees with long-term mental health conditions. It was queried whether the age profile of the workforce was considered. The Committee was informed that reskilling was in place amongst the workforce but there was an opportunity to discover further options around the issue.

21 WORKFORCE PROFILE 2018/19

Members were informed that the Workforce Profile was an annual report which was produced by the Pay and Job Evaluation team and covered areas such as recruitment, the workforce, employment issues and health and safety. It provided an opportunity for the Council to compare with previous years to see how the Council progressed.

It was suggested that the recruitment of Black, Asian and Minority Ethnic (BAME) applicants could be considered in more detail by the Committee. It was agreed that information would be submitted to a future meeting.

22 WORK PROGRAMME

It was agreed that an update on Supporting Employees with Long Term Mental Health Conditions, Employee Engagement Satisfaction, BAME Employment Issues, Employee Reskilling and Coaching and Mentoring be added to the Committee Work Programme.

RESOLVED that the Work Programme, as amended, be approved.

23 EXCLUSION OF PUBLIC AND PRESS

RESOLVED 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.

24 ESTABLISHMENT REVIEW - PLANNING

RESOLVED that the changes to the establishment of the Planning Team as set out in the report be approved with effect from 1 April 2020.

25 ESTABLISHMENT REVIEW CORPORATE COMMUNICATIONS

RESOLVED that the changes to the establishment of the Corporate Communications team as set out in the report be approved with effect from 1 April 2020.

26 LEGAL RESTRUCTURE

RESOLVED that the restructure of Legal Services as at appendix 2 of the report be approved.

27 ENVIRONMENTAL SERVICES REVIEW

It was proposed by Councillor P D Simpson and seconded by Councillor L Fletcher that the recommendation be split into two distinct parts. On being put to the meeting, the proposal was lost.

RESOLVED that the application for voluntary redundancy for Post T200 and the revised structure for the Environmental Services section as set out in appendix 3 of the report be approved.

28 APPLICATION FOR VOLUNTARY REDUNDANCY

RESOLVED that the voluntary redundancy of the Customer Services Assistant (post C91) on 28 February 2020, be approved.

29 ESTABLISHMENT CHANGES IN THE PUBLIC PROTECTION DIVISION

RESOLVED that the voluntary redundancy of the Equality and Diversity Assistant (C101) be approved and a new post of Communities Officer (Equalities) be added to the establishment.

30 ESTABLISHMENT REVIEW - DEMOCRATIC SERVICES

RESOLVED that:

1. The post C39 be deleted from the establishment.
2. The changes to the establishment of the Democratic Services Team as set out in the appendix to the report be approved.

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Report of the Strategic Director

RETURN TO WORK

1. Purpose of report

The report informs Councillors of the steps the council has taken to support the organisation to return to work.

2. Background

The Return to Work group was established immediately the Government guidance changed. The group has met weekly since week commencing 11 May 2020 and has developed the following programme of work:

- Strand 01 – Service Analysis
- Strand 02 – Risk Assessments
- Strand 03 – Public Realm
- Strand 04 – Communications
- Strand 05 – Equality Impact Assessments
- Strand 06 – Employees

Appendix 1: Strand 01 - contains the Service Analysis proforma, including the category analysis. All service manager responded with completed analyses by Monday 18 May 2020. The individual service analysis is to be kept under review by the relevant service managers to ensure that any adjustment is reflected accurately within the assessment.

Appendix 2: Strand 02 - provides details of the Risk Assessment process with progress to date and the current timetable of activity.

Appendix 3: Strand 04 - contains details of our communications plan for employees and residents / customers which is subject to Government advice.

Appendix 4: Strand 05 – contains a copy of the Equalities Impact Assessment proforma.

Appendix 5: Strand 06 - contains the proforma document used for employee engagement and an infographic highlighting details of the employee Wellbeing survey results.

Strand 03 is being reported to the Jobs and Economy Committee under Recovery of the High Street.

Members of the Return to Work Group include both Unions, HR Manager, Head of Environmental Services, Environment and Business Development Manager, Head of Property Services, Health and Safety Manager, Corporate Communications Manager, Planning Development and Regeneration Manager, and the Strategic Director.

Approximately 25 employees have regularly visited the Council Offices on a Wednesday each week since lockdown began to deal with such as post, cheques, and scanning. From 15 June 2020 the Council Offices will be open every day with a smaller number of employees in daily. An appointment only service will be offered to residents between 9:30am and 12:30am for both Customer Services and Homelessness, linking with the reopening of CAB. In addition, public toilets will also be open from 15 June 2020 with appropriate signage, cleaning and social distancing arrangements in place. The Council will continue to monitor Government advice

Recommendation:

The committee is asked to NOTE the report.

Background papers

Nil

APPENDIX 1

STRAND 01 – SERVICE ANALYSIS

The service analysis proforma is provided below along with a summary analysis of the feedback provided by service managers

INTRODUCTION

The table below has been designed to capture high level information about the services within your service area. The aim is simply to categorise the services in to the following categories.

- **SUSPENDED:** this category indicates all services that are not being delivered. State why this is case and what if anything would be required for the service to be reinstated.
- **PARTIAL:** this category indicates all services that are only partially being delivered. Indicate which elements of the service are being delivered and which elements of the service are not being delivered. Using bullets indicate what is currently being delivered and state what would be required (e.g. operational changes / PPE etc...) for the full service to be reinstated.
- **UNSUSTAINABLE:** this category indicates all services that are being run normally albeit remotely (with the aid of any necessary operational adjustments which are unsustainable e.g. additional costs may be being incurred). Using bullets indicate how it is being delivered and indicate what action(s) will be necessary to ensure the sustainability of the service (e.g. operational changes / PPE etc...).
- **SUSTAINABLE:** this category indicates all services that are being run normally albeit remotely (with the aid of any necessary and sustainable operational adjustments). Using bullets indicate how it is being delivered.
- **NORMAL:** this category indicates all services that are being run normally without any operational adjustments needed.

Start by highlighting services that fall into the **SUSPENDED / PARTIAL / UNSUSTAINABLE** categories this will inform a discussion. You will be contacted by the RETURN TO WORK group to discuss what changes to the current arrangements will be necessary to support your service area to move as many services to the **NORMAL / SUSTAINABLE** categories.

Create as many extra lines in the category tables below as required. A few simplified examples are provided as a guide. Please contact Kevin Powell in the event that you need to discuss this process.

Service Area :		Name of Officer completing form:	
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	<u>SUSPENDED:</u>	
No.	Service Name	Details
1.		

	<u>PARTIAL:</u>	
No.	Service Name	Details
1.		

	<u>UNSUSTAINABLE:</u>	
No.	Service Name	Details
1.		

	<u>SUSTAINABLE:</u>	
No.	Service Name	Details
1.		

	<u>NORMAL:</u>	
No.	Service Name	Details
1.		

Summary Analysis

District Councils deliver approximately 326 services. The vast majority of these services are being delivered normally / sustainably, with appropriate adjustment where necessary to reflect remote working. The table indicates which service areas have one or more suspended / partially delivered services. This analysis is helping the Council focus effort to ensure services move towards the right hand columns.

Service Area	Suspended	Partial	Unsustainable	Sustainable	Normal
Administrative Services	4	3	1		
Corporate Communications	N/A	2	N/A		
Environmental Services	N/A	N/A	3		
Finance Services	N/A	N/A	N/A		N/A
Governance Services	N/A	N/A	N/A		
Housing Services	4	6	3		
ICT Services	N/A	N/A	N/A	N/A	
Legal Services	N/A	N/A	N/A		N/A
Payroll and Job Evaluation	N/A	N/A	N/A		
Planning	N/A	N/A	N/A		
Property Services BSU	2	5	N/A	N/A	
Property Services Capital Works	5	2	N/A		N/A
Property Services Crematorium	2	2	N/A	N/A	
Public Protection Community Safety	5	3	1	N/A	N/A
Public Protection Environmental Health	10	8	2		

Public Protection HR	N/A	1	1		
Public Protection Licensing	2	N/A	1		N/A
Revenues Benefits Customer Services	2	N/A	N/A		

Suspended services include for example face to face services where these are not essential in order to address safety or risk to life and the self-service kiosk located in the Council reception area. In addition, services which have been closed in line with Government advice such as public toilets and play grounds.

Partial services include those where the face to face element has been suspended but the telephony and digital delivery of the service has continued in the normal way or services that have been reduced in some way in line with Government advice such as public gatherings.

Unsustainable services include those services that are being delivered but require additional resources. Examples are the refuse, green waste and recycling services where it has been necessary to reduce the number of employees in the cab of a refuse vehicle in order to assist with social distancing. As a result, additional facilities at additional cost have been implemented to ensure employees are transported to the appropriate location on the refuse round enabling the services to be delivered.

APPENDIX 2

STRAND 02 – RISK ASSESSMENTS

Details of the current progress in relation to risk assessments and safe systems of work (SSOW) are illustrated in the table below. The risk assessments are consistent with Government / HSE guidance to address COVID-19 risks.

Service Area	Generic	Service Specific	SSOW (Safe Systems of work)	Completed by
Administrative Services	Site specific complete	N/A	N/A	12 June
Corporate Communications	Site specific complete	N/A	N/A	12 June
Environmental Services	Site specific complete	Complete	Complete	29 May
Finance Services	Site specific complete	N/A	N/A	12 June
Governance Services	Site specific complete	Complete	N/A	12 June
Housing Services	Site specific complete	Complete	Complete	12 June
ICT Services	Site specific complete	N/A	N/A	12 June
Legal Services	Site specific complete	Complete	N/A	30 June
Payroll and Job Evaluation	Site specific complete	N/A	N/A	12 June
Planning	Site specific complete	Complete	N/A	30 June
Property Services BSU	Site specific complete	N/A	N/A	12 June
Property Services Capital Works	Site specific complete	Complete	N/A	30 June
Property Services Crematorium	Site Specific Complete	Complete	Complete	30 June
Public Protection Community Safety	Site specific complete	Complete	Complete	30 June
Public Protection Environmental Health	Site specific complete	Complete	Complete	30 June
Public Protection HR	Site specific complete	N/A	N/A	12 June
Public Protection Licensing	Site specific complete	Complete	N/A	30 June
Revenues Benefits Customer Services	Site specific complete	Complete	Complete	12 June

APPENDIX 3

STRAND 04 – COMMUNICATION

The initial draft of the communications plan is provided below. An internal and an external pack are being developed. The plan will remain dynamic and adjust in line with Government advice.

RETURNING TO WORK – INTERNAL COMMUNICATIONS PLAN**Approach**

- A combination of physical measures and strong communications messaging.
- A multi-channel campaign to ensure employees across the Council are communicated with and are clear about what the Council is doing to protect employees and what employees need to do to keep themselves and others safe.
- Utilising the EAST behaviour change framework to encourage employees to adjust their behaviour from what they are used to in an office/working environment.
 - **Easy** – physical changes to the office to make it easy for employees to behave differently
 - **Attractive** – if you do this, you and others will be at less risk of becoming ill
 - **Social** – your colleagues, family and friends need you to do this/you may not be aware of who your colleagues are protecting from COVID/ embarrassment factor of not following the guidance
 - **Timely** – multi-channel messages/physical positioning/regular reminders

Aims

- Remind employees that the majority of us should continue to work from home until further notice and that you should only visit the office with permission from your HOS.
- Reassure employees that measures are being put in place to protect them.
- Ensure employees and Elected Members understand the physical changes the Council has put in place.
- Encourage employees to 'do the right thing' and adapt their behaviour in the workplace as they have done elsewhere e.g. the supermarket.

Key messages

- Those that can should continue to work from home.
- Only those with permission from their HOS should visit the office for essential purposes.
- The Council has put in place measures to protect employees. Employees need to do their bit to protect themselves and their families, as well as other colleagues, their families and members of the public.
- Everyone is dealing with the pandemic differently. Support is available if you need it.

Channels

- Physical posters and signage
- TV Screens and screensavers
- SMT
- Briefing packs
- Team Meetings
- Handouts for non-PC users
- Direct contact from HR/Managers/HOS (for those at risk or those with specific concerns)
- Videos/Live Events

- Broxtowe Employee News Briefing
- Intranet

Content Overview

- Posters and signage (adapted from the CPNI example)
- Utilise established Coronavirus intranet pages as a central place for up to date information
- Manager briefing pack to help Managers understand and share the right messages – aimed at HOS/Line Managers/Middle Managers
- Member briefing pack to help Members understand the expectations on them around not visiting the office, what to do if they do have to visit and how we are protecting employees. *N.B This can be combined with information for the public.*
- Team meeting outline which Managers can use to run team meeting sessions with their sections. This needs to be combined with some sort of process for checking that they have done this.
- Handout or infographic (adapted from United Living example) to share electronically and with those who don't have PC access.
- FAQs including public aspects
- Q&A Events through Microsoft Teams/physical events for non-PC users for employees to ask questions of RTW Group reps or a pre-recorded video Q&A shared to address common concerns with RTW Group Rep.
- Infographic/flow chart of a typical work day giving examples of how to behave e.g. what to do when you arrive, whilst working, having a break, lunch time, home time etc.
- Content around what we have done to make it safe for you and what you need to do to make it safe for you and others.

RETURNING TO WORK – EXTERNAL COMMUNICATIONS PLAN (COUNCIL OFFICES PHASE 1)

Approach

- A combination of physical measures and strong communications messaging.
- A multi-channel campaign to ensure as many residents as possible receive the messages about what the Council is doing to protect them and employees and what they need to do to keep themselves and others safe.
- Utilising the EAST behaviour change framework to encourage residents to adjust their behaviour from what they are used to doing pre-COVID.
 - **Easy** – physical changes to the offices to make it easy for residents to behave differently/emphasising that doing things online is the easiest and safest way.
 - **Attractive** – if you do this, you and others will be at less risk of becoming ill
 - **Social** – your family and friends need you to do this/you may not be aware of who others are protecting from COVID/help those who are more vulnerable by doing things online/over the phone if you can
 - **Timely** – multi-channel messages/physical positioning/regular reminders

Aims

- Encourage residents to self-serve wherever possible.
- Reassure residents that we have put in place measures to protect residents and employees.
- Encourage residents to 'do the right thing' and adapt their behaviour in the workplace as they have done elsewhere e.g. the supermarket.

Key messages

- Everyone who can should continue to access services online or by phone so that we can reserve appointments for those who need them most.
- You must book an appointment and you will not be seen by a Council Office if you don't have one.
- If you do have to visit, measures are in place to protect you and our employees.

Channels

- Physical posters and signage
- Email Me
- Social Media
- Press Releases
- Website
- Direct engagement with groups

Content Overview

- Posters and signage
- Utilise established Coronavirus webpages as a central place for up to date information
- Member briefing pack to help Members share correct information with residents. *N.B This can be combined with information about employees.*
- FAQs and Dos/Don'ts
- Infographic/flow chart of whether you should visit or not.
- Content around what we have done to make it safe for you and what you need to do to make it safe for you and others.

APPENDIX 4

STRAND 05 – EQUALITY IMPACT ASSESSMENT

The equality impact assessment proforma is provided below for information and is being used to guide managers as services move back to “normal”. Some groups are disproportionately affected by co-morbidities – the Council is using data to assist in its screening approaches and building this into the risk assessment process (e.g. older men, BAME, Chronic obstructive pulmonary disease [COPD], diabetes, obesity) to minimise the risk of harm to individuals.

Covid 19 - Equality Impact Assessment for Work Area Adjustments

Public bodies are required in to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited under the Act
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it, and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

The Equality Act 2010 replaces the previous anti-discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways, to help tackle discrimination and equality. The majority of the Act came into force on 1 October 2010.

The **public sector Equality Duty** came into force on 5 April 2011. The duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, delivering services and in relation to their own employees.

The Equality Duty encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people’s needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people’s opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The new equality duty replaces the three previous public sector equality duties, for race, disability and gender. The new equality duty covers the following **protected characteristics**:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – including lack of belief
- sex
- sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having **due regard** means consciously thinking about the three aims of the equality duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies, including how they act as employers, how they develop, evaluate and review policies, how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics, and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Complying with the equality duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic.

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore **take account of disabled people's impairments** when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

There is no explicit requirement to refer to the Equality Duty in recording the process of consideration but it is good practice to do so. Keeping a record of how decisions were reached will help public bodies demonstrate that they **considered the aims of the Equality Duty**. Keeping a record of how decisions were reached will help public bodies show how they considered the Equality Duty. Producing an Equality Impact Assessment after a decision has been reached will not achieve compliance with the Equality Duty.

It is recommended that assessments are carried out in respect of new or revised policies and that a copy of the assessment is included as an appendix to the report provided to the decision makers at the relevant Cabinet, Committee or Scrutiny meeting.

Where it is clear from initial consideration that a policy will not have any effect on equality for any of the protected characteristics, no further analysis or action is necessary.

Public bodies should take a proportionate approach when complying with the Equality Duty. In practice, this means giving greater consideration to the Equality Duty where a policy or function has the potential to have a discriminatory effect or impact on equality of opportunity, and less consideration where the potential effect on equality is slight. The Equality Duty requires public bodies to think about people's different needs and how these can be met.

EQUALITY IMPACT ASSESSMENT (EIA)

Directorate:		Lead officer responsible for EIA	
Name of the policy or function to be assessed:			
Names of the officers undertaking the assessment:			
Is this a new or an existing policy or function?			
1. What are the aims and objectives of the policy or function?			
2. What outcomes do you want to achieve from the policy or function?			
The outcomes wanting to be achieved are:			
•			
3. Who is intended to benefit from the policy or function?			
It is intended that the following groups will benefit:			
•			
4. Who are the main stakeholders in relation to the policy or function?			
The main stakeholders are:			
•			
5. What baseline quantitative data do you have about the policy or function relating to the different equality strands?			
6. What baseline qualitative data do you have about the policy or function relating to the different equality strands?			

7. What has stakeholder consultation, if carried out, revealed about the nature of the impact?

8. From the evidence available does the policy or function affect or have

the potential to affect different equality groups in different ways?

In assessing whether the policy or function adversely affects any particular group or presents an opportunity for promoting equality, consider the questions below in relation to each equality group:

- Does the policy or function target or exclude a specific equality group or community? Does it affect some equality groups or communities differently? If yes, can this be justified?
- Is the policy or function likely to be equally accessed by all equality groups or communities? If no, can this be justified?
- Are there barriers that might make access difficult or stop different equality groups or communities accessing the policy or function?
- Could the policy or function promote or contribute to equality and good relations between different groups? If so, how?
- What further evidence is needed to understand the impact on equality?

9. On the basis of the analysis above what actions, if any, will you need to take in respect of each of the equality strands?

Age:

Disability:

Gender:

Gender Reassignment:

Marriage and Civil Partnership:

Pregnancy and Maternity:

Race:

Religion and Belief:

Sexual Orientation:

STRAND 06 – EMPLOYEES

During the COVID-19 emergency the Chief Executive has been sending a regular briefing to Councillors with details of the number of employees affected by COVID-19 including those that are self-isolating due to either their own risk or risk of household members. Members will recall the extract from the briefing 8 June 2020 which is provided below: -

Department	Total Self-isolating per department	Self-isolating Self	Self-isolating Others	Self-isolating at Risk
CEO	18	0	0	18
DCE	4	0	0	4
SD	18	0	1	17
LL	13	0	0	13
Grand Total	53	0		

Of those 53 cases, 23 are working from home. In addition to these figures a total of 88 employees (BBC and LL) have completed their self-Isolation.

From the very beginning of the emergency daily communications from the Chief Executive were sent to employees to ensure that they were kept up to date and that they were informed of the support that was available for them. The briefings include HR arrangements and support, guidance on the technology in use, videos from employees, useful tip on our working environment, competitions, ideas for children and families at home and much more. The communications have now become a weekly briefing. It is intended that this will remain in place as the feedback from employees has demonstrated how much it was appreciated and valued.

Other support including from Care First (originally PAM Assist) has been in place throughout the emergency.

The employee questionnaire along with an infographic illustrating the feedback from the wellbeing survey is provided below.

Return to work risk assessment following Covid-19

Name	Job Role(s)	Department/Section
------	-------------	--------------------

Are you in receipt of an NHS letter that identifies you as 'clinically extremely vulnerable'? ¹	Yes/ No
Do you consider yourself to be a 'clinically vulnerable' person? ²	Yes/ No
<p>Are there any other health considerations / personal circumstances that you would like to update us about?</p> <p>These may include underlying/pre-existing health conditions or whether you may fall into a group covered under the Equality Act 2010 e.g. Age, Disability, Civil Partnership/Marriage, Gender Reassignment, Pregnancy/Maternity, Race, Religion, Sex, Sexual Orientation (please provide further detail below)</p>	Yes/ No
<p>Additional information that is relevant to us planning your return to work and ensure we can support you with any reasonable adjustments.</p>	

Item	Yes	No	What do I need to do to reduce/eliminate risk?
Does this employee need to be physically at work, or can they continue to work from home?			
If yes, can they travel to work following social distancing?			
Does the employee have access to all the technology			Contact ICT

Item	Yes	No	What do I need to do to reduce/eliminate risk?
they need?			
Can the needs of the service be met if the employee works for home?			
Can this be sustained?			Consider impacts on team/office cover
What impact will homeworking have on service delivery?			Severe/Moderate/None
Does the employee have a role which involves visiting people's homes? If so, are procedures in place to maintain social distancing?			
Does the employee have a role which involves visiting people's homes? If so, are procedure in place to prevent cross contamination?			
Does the employee have a public facing role outside of the office? If so, procedures in place to maintain social distancing or prevent cross contamination?			
Does the employee have any concerns about returning to the office?			Consider risk assessments – Health and Safety and Stress Risk Assessments
Are the concerns related to physical health?			See HR/OH – risk assessments
Are the concerns related to mental health?			Stress risk assessment/OH
Can reasonable adjustments be made?			Consider limited office attendance/reasonable adjustments?
If they must use public transport, consider start and finish times to avoid peak travel times.			
If yes, can they work 2 metres apart from colleagues?			
If employees have to be in work, is there sufficient hand cleaning facilities?			
If the employees have to be in work, are there sufficient cleaning and disinfectant schedules and resources?			
Does the employee have a			

Item	Yes	No	What do I need to do to reduce/eliminate risk?
public facing role? If so, are adequate screens, barriers and processes in place to maintain social distancing?			
If so, do you have adequate supplies before returning them to work?			
Do they have access to a kitchen/breakout area?			Identify which floor/work area
If yes, can these facilities use be staggered?			
If not, consider restricting access.			
Is this employee considered "at risk"? Ask if the employee or anyone in their household is classed as "clinically extremely vulnerable". These people will have received a letter from their GP. It may not be appropriate for the employee to return to the workplace if this is the case.			Refer to GP/OH advice.
If yes, go back to Q1 and review your answers and plan.			
Has the employee been unwell during the pandemic?			Identify when – are they eligible for testing – has it been reported to HR?
If yes, consider Occupational Health review			
Does this employee need to return to full time hours?			Only on OH/GP advice
If yes, consider phasing their return and that of colleagues until full time is reached			
Does this employee require specific Health Surveillance or HGV clearance?			See HR
If yes, consider paper-based questionnaires with 3 month follow up for face to face (HSE Guidance)			
Have you reviewed your risk assessments including DSE for home workers?			See Health and Safety
Is this employee new to Broxtowe?			Page 21

Item	Yes	No	What do I need to do to reduce/eliminate risk?
If yes, ensure a Medical Clearance has been undertaken and reviewed as appropriate.			See HR Admin
Is this employee pregnant?			
If yes, carry out a pregnancy risk assessment			See Health and Safety/HR
Does the employee understand what action they should take if they become unwell with COVID-19 symptoms – new, continuous cough and/or a high temperature) whilst at work?			Employees should be made aware of the National Testing Procedures – see HR.
Has the employee had a test for Covid-19 and what was the result?			
If you are unsure of anything do you want to refer to Occupational Health?			
Any other areas for consideration?			

Footnotes

¹ Who is 'clinically extremely vulnerable'?

Expert doctors in England have identified specific medical conditions that, based on what we know about the virus so far, place someone at greatest risk of severe illness from COVID-19.

Clinically extremely vulnerable people may include the following people. Disease severity, history or treatment levels will also affect who is in the group.

- Solid organ transplant recipients.
- People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
- People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary (COPD).
- People with rare diseases that significantly increase the risk of infections (such as SCID, homozygous sickle cell).
- People on immunosuppression therapies sufficient to significantly increase risk of infection.
- Women who are pregnant with significant heart disease, congenital or acquired.

People who fall in this group should have been contacted to tell them they are clinically extremely vulnerable. If you're still concerned, you should discuss your concerns with your GP or hospital clinician. Guidance on shielding and protecting people who are clinically extremely vulnerable from COVID-19, 5th May 2020, <https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19>

² Clinically vulnerable people

If you have any of the following health conditions, you are clinically vulnerable, meaning you are at higher risk of severe illness from coronavirus. You are advised to stay at home as much as possible and, if you do go out, take particular care to minimise contact with others outside your household.

Clinically vulnerable people are those who are:

- aged 70 or older (regardless of medical conditions)
- under 70 with an underlying health condition listed below (that is, anyone instructed to get a flu jab each year on medical grounds):
- chronic (long-term) mild to moderate respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
- chronic heart disease, such as heart failure
- chronic kidney disease
- chronic liver disease, such as hepatitis
- chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), or cerebral palsy
- diabetes
- a weakened immune system as the result of certain conditions, treatments like chemotherapy, or medicines such as steroid tablets
- being seriously overweight (a body mass index (BMI) of 40 or above)
- pregnant women

The infographic providing details of the feedback from the employee wellbeing survey is shown in appendix 5.

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Employee Wellbeing

Survey Results

We recently asked you how the pandemic was impacting on you and the way you are working so we can continue to support you and build your feedback into our recovery plans.

200 of you responded and the results highlight how everyone is coping differently and has their own personal circumstances which are impacting on this.

Here's some of the things you said..

How **YOU** are feeling

59/100 was the average score for how employees were feeling



Some of the positives you've been taking from the situation are:

- **Support** from your team and residents
- **More time** for your **personal life** as a result of working from home
- The **normality** of work
- **Lack of commute**
- **More time** to spend with your **family** whilst staying at home

The things that some of you are finding more difficult are:

- Maintaining a **work/life balance** whilst working at home
- **Homeschooling** or looking after your children whilst working
- **Missing your team** members and office dynamics
- Missing family and friends and worrying about their **health**
- **Worrying** about your own health

YOUR work

77% of people said their role had either not changed or they were carrying out the same role but in a different way.

27% of respondents felt that over half of their role was focused on Coronavirus related tasks.

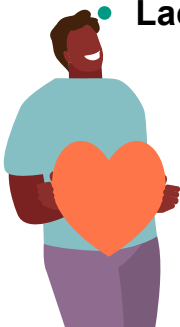
Some of the things you were enjoying about work at the moment were:

- Better communication
- Team work
- The normality of working to help you cope

The things that some of you were finding challenging at work at the moment were:

- Lack of normality
- Lack of communication and interaction
- Being anxious or worried about returning to the offices
- Technology issues
- Increased workload

There were also some service specific concerns – these will be shared with Heads of Service to address.



Working from HOME

Of those that were able to work from home:

71% either already worked from home regularly or wish to continue to work from home more often in the future.

Lack of commute, benefits to the environment from not being in the office and being more productive were the benefits some of you took from working at home

Having **less of a work/life balance**, lack of social interaction and balancing work and childcare or homeschooling was one of the biggest concerns of those of you who are finding working from home hard.

You had some **GOOD IDEAS** about our recovery plans including:

25% suggested a phased return to work

Yes, we are building this into our plans.

When social distancing measures have been reduced, as part of our New Ways of Working programme, we won't force anyone to work from home if they don't want to but we will encourage those who do to keep doing so and to do it more often.

17% suggested greater communications and one to one support

We've had some really positive feedback about the employee briefings so we've listened to this feedback and will be starting a new weekly employee newsletter from June which will replace our monthly Broxtowe Employee Newsletter.

We're also launching a new employee assistance programme from 1st June called Care First where you can access a range of counselling support including via phone, face to face and via webchat. Visit [ADD WEBLINK] for more information.

15% were concerned about safety and PPE when it came to returning to the offices.

A Return to Work Group has been meeting on weekly basis to ensure that comprehensive risk assessments and procedures are put in place to protect employees and members of the public. We'll be sharing guidance as this work develops. If you are concerned, please talking to your Line Manager or HR.



SUPPORT

88% said that their manager was in touch with their team at least once per week

89% said they were in touch with their team at least once a week.

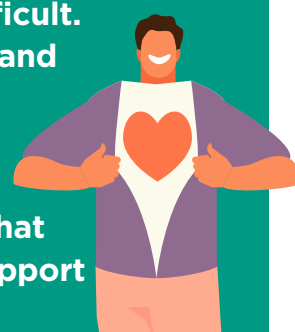
The most popular way of keeping in touch within teams was email, followed by phone call, **Microsoft Teams** and **Whatsapp** or text.

75% felt contact with colleagues was just right.

Types of support

- **94%** of you were aware of PAM Assist – this will soon be replaced by Care First, our new Employee Assistance Programme
- **82%** were aware of the support from HR
- **93%** were aware of the information on the intranet
- **96%** were aware of the tips in the Employee Briefings

Please don't suffer in silence if you are finding things difficult. Speak up and let your Manager or HR know so that we can support you.



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 CONSIDER the progress made in achieving the Human Resources Key Tasks within the Resources Business Plans and to NOTE 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
Completed 	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	100%	Mar-2020	Target is for 20 new courses delivered from April 2017 to March 2020. Since April 2017 20 new courses have been launched and 25 other courses have been refreshed or updated. The system has been updated to increase accessibility for users.
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	50%	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.
Overdue 	COMS1922 _07	Achieve Well Being at Work Accreditation	Improve staff welfare and wellbeing	33%	Mar-2020	Work with County Council is waiting for a revised procedure to progress this further.

Key Performance Indicators for Human Resources 2019/20

PI Status	Code & Short Name	Frequency	Outturn 2017/18	Outturn 2018/19	Achieved 2019/20	Target 2019/20	Latest Note
Red 	BV12 Working Days Lost Due to Sickness Absence (Rolling Annual Figure)	Monthly	13.64	8.69	10.88 March	7.5	Increase in sickness absence figures compared with 2018-19.
Red 	BV16a Employees with a Disability %	Quarterly	7.1%	6.9%	6.25%	10%	Slight decrease in employees with a declared disability in the workforce.
Red 	BV17a Ethnic Minority representation in the workforce %	Quarterly	6.9%	6.4%	7.24%	8%	Ethnic minority representation in the workforce has increased slightly in the last year.
Amber 	HRLocal_06 Annual employee turnover %	Quarterly	13.1%	14.0%	10.32%	10%	Employee turnover has decreased considerably and is close to target.
Amber 	HRLocal_07 Employees qualified to NVQ Level 2 and above %	Quarterly	85%	85%	87%	89%	Overall skills level has remained stable. The numbers of leavers and starters in 2019/20 have closely mirrored. Nearly all new starters have achieved a minimum of NVQ Level.2 (or equivalent).

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Report of the Chief Executive

EMPLOYEE SURVEY RESULTS

1. Purpose of report

To update the Committee on the results of the Employee Survey which was ran in early 2020.

2. Detail

The Council recently ran an Employee Survey to gather feedback on what it is like working for the Council and how we can improve as an employer.

The survey was available online and in paper form and ran for seven weeks. It was promoted in a number of ways including:

- As part of Senior Management Team Meetings.
- In Broxtowe Employee News.
- Posters in communal areas and toilets.
- Direct engagement with Managers and Heads of Service, including those with non-office based employees.
- Intranet content including a banner on the homepage.
- Via the Employee Forum.

The survey was fully supported by both Trade Unions.

214 employees responded to the survey which represents 44% of the workforce.

The majority of responses were provided online, with 22 paper copies returned.

A summary of results, along with agreed actions are shown in the dashboard in appendix 1.

Recommendation

The Committee is asked to NOTE the report

Background papers

Nil

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Employee Survey RESULTS

We recently asked you to tell us your thoughts about working at Broxtowe and what we can do to improve as an employer.

44%

of you took part and here's some of the things you said ...

Benchmarks

linked to the Communications and Engagement Strategy

90% employees are aware of the values

68% employees are aware of the Council's vision and long term goals

77% employees understand how the Council's vision and values relate to the work they do

57% employees feel informed



Benchmarks

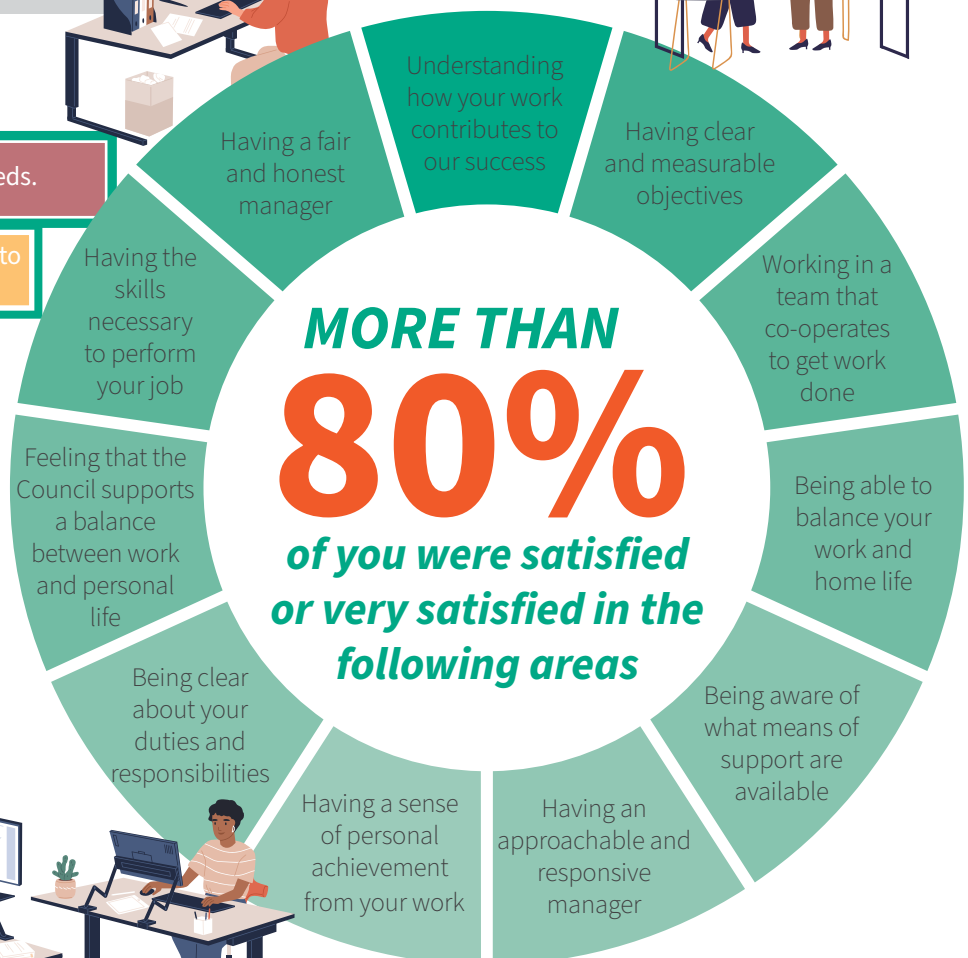
linked to the People Strategy

95% are aware of their own training needs.

83% feel that the Council is committed to equality and values diversity.

Some of the areas which we will focus on improving are:

1. Managing change effectively
2. Co-operation between teams
3. Employees feeling informed
4. GMT being more visible and approachable



employees used the survey as an opportunity to give positive feedback including:

35



Fantastic people



PROUD TO WORK HERE

Rewarding

Best place to work

Appreciates its staff

They must be doing something right

Love the staff

PROUD TO WORK HERE

SUPPORTIVE

Good employer

Very happy with how I was helped. Thank you

Love working here

Nice working environment

Positive and collaborative workplace



Lovely place to work

GREAT TEAM

Kind and helpful



EMPLOYEES ARE ITS GREATEST ASSET

enjoy working here

Everyone feels valued

YOU SAID

An outdoor breakout area for when the weather is nice

Yes - We'll look into the best place for this and update you with the plans.

Share minutes and decisions from GMT and SMT

Key topics and decisions discussed at GMT will be shared more regularly through Broxtowe Employee News, the intranet and email. Managers will be asked to share this with non-office based employees. The SMT briefing is circulated via email after each meeting.

Social activities that bring employees together

We'll ask the Employee Forum to consider how we could introduce this. We'll also ask them to think about how we could make the Employee Awards presentation more of a social activity

Reception area needs refurbishing

We are working on plans for this at the moment.

Wellbeing initiatives such as fitness and mindfulness classes

We'll ask the Mental Health Champions to look at how we could implement this. Don't forget - all employees can take advantage of discounted membership at our leisure centres. We are also developing a Wellbeing Room as part of New Ways of Working which will be available shortly.

WE DID

Better pay

25 employees have received a regrading or internal promotion in the last year. Many of these decisions have come to GMT to approve. We also took a pay review to Personnel Committee and a 2.75% pay increase has been agreed by employers for the 2020/21 budget.

More employee benefits

We're currently looking into schemes such as a car leasing scheme for electric vehicles and an additional voluntary contribution pension scheme. We've recently run a programme of free wellbeing checks for employees. Visit intranet.broxtowe.gov.uk/employeebenefits to find out more about our existing schemes.

More 'back to the floor' days

Back to the floor events will take place with GMT and Heads of Service regularly. We'll check this is taking place through the appraisals process.

Better communications

We'll be looking at how we can improve existing communications, more face to face events and ways to keep Line Managers better informed, as well as new approaches like video.

GMT to visit us more often

GMT will come to Team Meetings within their Department once a quarter to speak to employees and update them about corporate initiatives.

GMT to visit Kimberley Depot more often

GMT Meetings will be held at Kimberley Depot on a regular basis

Provide washing up liquid and sponges

Yes - we will arrange this.

More training opportunities

In the last year, 31 employees have started vocational training and 9 employees have started apprenticeship training courses. This is in addition to 485 users who have completed e-learning courses. If you'd like to develop your skills speak to your Manager.

Report of the Chief Executive

HR STAFFING

1. Purpose of report

To request the creation of an established permanent HR Officer role and request the transfer of the existing HR Apprentice to that role.

2. Details

The current establishment within the Council's HR team is 2 Full Time Equivalent (FTE) HR Officers and a full time HR Apprentice. The apprentice role was created in early 2019 following the voluntary redundancy of a 0.5 FTE HR officer. The reasons for the creation of the apprentice role were two-fold: (1) to explore learning and development opportunities utilising the National Apprenticeship Levy and to be seen as 'leading from the front' for the Council in this area; (2) the long term working arrangements / pattern of the HR Officer post needed reviewing and revising. Those arrangements comprised a pattern of 2-day/3-day alternate weeks totalling only 5 working days per fortnight. The post had been full-time until 2013 when maternity/parental commitments required a reduced hours contract. This working arrangement had proved to be unsustainable and impractical.

In May 2019, the appointment of an apprentice, using the Apprenticeship Levy, provided a welcome addition to the HR Team. Since that time, this officer has proved an invaluable staffing resource and details of her contribution are included in appendix 1. Her employment with the Authority is due to finish in November 2020. It is envisaged that the HR function at the Authority is going to increase in the short and medium term. The main drivers for this are the introduction of the Organisational Development Strategy, the recovery strategy from the Covid 19 crisis, and the situation with Liberty Leisure. Appendix 2 provides a comparison of HR staffing levels across local authorities in the county, and shows the small team which Broxtowe has in comparison with others.

To transfer the HR apprentice to a permanent post on a career grade (with advancement beyond a certain point dependent on obtaining certain qualifications) would accord with the provisions of the Organisational Development Strategy. For HR to be a lead section on this would also send out a clear message that the Authority is actively implementing its new strategy. A proposed job description and person specification are attached at appendices 4 and 5.

3. Financial details

Financial details and union comments are attached at appendix 3.

Recommendation

The Committee is asked to RESOLVE that the creation of a permanent HR Officer post be approved, with the subsequent transfer of the current apprentice into that post, and to the changes to the establishment.

Background papers

Nil

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APPENDIX 1

HR Staffing Review

The HR Apprentice has been in post for just over twelve months. She is close to completing her course as she has used her time efficiently to complete all her assignments ahead of schedule and passed each module with ease. This has earned her deserved praise from her tutors and providers.

She has demonstrated a great aptitude for the role and performed far above and beyond that which we could expect from a Scale 2 employee. She has shown a great deal of initiative and become an integral part of the team. The skills she has brought to the team have streamlined many processes, and she has taken ownership of some statutory requirements such as Disclosure and Barring Service (DBS) checks, Right to Work checks, intranet content management, as well as learning vital skills which she has utilised to improve the service, such as ensuring HR policies are created in an accessible format. She also designed, introduced and managed a document for recording number and types of absences within the Authority during the Coronavirus crisis. A can-do attitude has been displayed throughout and she has been a prime example of the Council's GREAT values. She has become a leading figure amongst the Council's apprentices, providing advice and experience to others, as well as leading meetings and training events. She has also become part of the Council's employee focus group.

She has been involved in most of the areas of HR including:

- Disciplinary hearings
- Attendance management
- Grievances
- DBS management and administration
- Maternity and paternity matters
- Voluntarily attended LJCC/Personnel Committee evening attendance
- Assisted with policy development
- Right to Work checks
- Statutory legislation and research
- Training and Inductions for new starters
- Day to day management of the HR in-tray
- Invoice processing
- Onboarding and outboarding administration
- Day to day HR queries from employees in person, via email and over the phone/video
- Assistance on elections to further understand the work of the Council in serving the community
- Arranging, contributing and administering the Mental Health Champions Group
- Assisted other employees with welfare matters when distressed
- Assisted with the administration of Occupational Health and sickness related matters.

The benefits the HR Team and the Council as a whole have received from this officer and her work include:

- Providing much needed resilience to the HR Team enabling continued support to the Authority's employees.
- Continuing to release the HR Manager from day to day, frontline functions so more time can be given to wider-organisational HR.
- Restoring the HR structure to its original form with a Manager and two Officers, providing resilience for any internal procedure hearings such as grievance, attendance management, disciplinary, capability or any other similar procedures. Officers from the Legal team or external providers were previously needed in some circumstances due to the lack of resilience within the team structure. There were obviously associated implications of cost and impact on service delivery of the Legal Section when such requirements were needed.
- Promoting the Council's commitment to Learning and Development and demonstrating a clear career pathway for individuals.
- Continuing to build on the career support already put in place, allowing an apprentice to work in an environment that nurtures and develops and gives the opportunity to learn from others.
- Enabling the HR Team to deliver the People Strategy, Learning and Development Strategy, and draft the Organisational Development Strategy.
- Continuing to support the Council's drive to become a Level 3 Disability Confident Leader and a Mindful Employer – and the overall commitment to support mental health and disabilities.
- Potential succession planning

The intention will be to encourage the postholder to continue with her professional and educational learning and development by advancing to the next level of training via a University-based HR/Chartered Institute of Professional Development (CIPD) course over two years. This will be funded from the Training Budget and will ensure that the Council retains the talent it has developed and build succession planning into the long-term future. This is the same career path the current HR Manager undertook and if implemented, would represent an example of Broxtowe nurturing "home-grown" employees and providing a continued platform of lifelong learning.

Financial implications

These are included in the exempt item on the agenda.

APPENDIX 2

Comparison of HR staffing numbers across district councils in Nottinghamshire

	Bassetlaw District Council 18/19	Broxtowe Borough Council 19/20	Gedling Borough Council 18/19	Ashfield & Mansfield Shared Service 18/19	Newark and Sherwood District Council 18/19	Rushcliffe Borough Council 18/19
Number of Employees - headcount						
Employees - Full time	416	377	276	996	452	231
Employees - Part time	132	231	218	323	492	48
Employees -Total	548	608	494	1319	944	279
Employees - Full Time Equivalent (FTE)	494.66	493.65	378.99	1183.18	573.44	256.25
HR Team: (transactional/policy/advice/dedicated admin support/general)						
HR Team – Number of officers	8	2 +1 apprentice + equivalent of 1 p/t admin support = 4	5	13	7+1 apprentice	4
HR Team – FTE officers	6.80	3.81	2.46	12.15	7.81	3.80
HR Team - Number of officers per 100 employees [number/(employee total/100)]	1.46	0.65	1.01	0.99	0.84	1.43
HR Team - FTE officers per 100 employees [FTE/(employee total/100)]	1.24	0.63	0.50	0.92	0.82	1.48
Training and Development: (Including dedicated admin support)						
Training and Development - Number of officers	2	1 +1 apprentice	2	4	1	0
Training and Development - FTE officers	1.55	2.00	1.24	3.28	0.92	0.00
Training and Development - Number of officers per 100 employees [number/(employee total/100)]	0.36	0.33	0.40	0.30	0.10	0.00
Training and Development - FTE officers per 100 employees [FTE/(employee total/100)]	0.28	0.33	0.25	0.25	0.09	0.00

Broxtowe has the lowest number of HR team members per 100 employees, and the second lowest number of full time equivalent (FTE) HR team members per 100 officers. .

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APPENDIX 3Financial Implications

The 2020/21 employees budget includes £22,150 for the HR Apprentice (C114) post at Grade 2 including pay and employers' national insurance and superannuation costs and assuming a pay award of 2.0% from April 2020. While the grade for the new HR Officer post would be set in accordance with the Council's Job Evaluation (JE) process, a grade of 7 or 8 for this post is anticipated. If the new HR Officer post were to be at Grade 7 then, based upon the factors outlined above, the budget for this post would be £30,700 at the bottom of the grade (SCP 31) rising to £32,650 at the top of the grade (SCP 34).

If the new HR Officer post were to be at Grade 8 then, again using the factors outlined above, the budget for this post would be £33,550 at the bottom of the grade (SCP 36) rising to £35,550 at the top of the grade (SCP 39).

Should the proposal be agreed then the additional costs would require a corresponding adjustment to the employee saving target (presently £300,000) within the 2020/21 budget. The impact in the current year would be reduced should the start date for the new arrangements be after April 2020 but the full impact upon future years will be as set out above. This impact would be further increased should the agreed pay award from April 2020 be greater than the 2.0% assumed in the 2020/21 budget.

Union Comments

Both Unite and Unison fully support the proposal of the Apprentice post into a full time HR Officer post.

The creation of this post would be in line with the proposed Organisational Development Strategy and would demonstrate the Council's commitment to succession planning and investing in our Apprentices.

We would expect a thorough job description to be attached to the role and be presented to a job evaluation panel in order for the position to be scored and the correct pay grade to be awarded.

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BROXTOWE BOROUGH COUNCIL**JOB DESCRIPTION**

Directorate:	CEX - Chief Executives
Division:	Human Resources
Post No & Job Title:	C14 – Human Resources Officer
Grade:	xx
Responsible to:	C12 - HR Manager
Responsible for:	No responsibility for employees.
Main purpose of the job	To provide a comprehensive and pro-active generalist HR advisory service to managers and staff. To contribute to the continual improvement in the provision of best human resources and equal opportunities practices within the organisation

Main Duties and Responsibilities:

1. Provide professional advice to managers and employees on all matters relating to employment including terms and conditions, policies and procedures with reference to employment law to ensure fair and consistent application, in accordance with national and local conditions of service and to encourage good employment practice.
2. Provide guidance, advice and recommendations to line managers and employees on a day to day basis covering a wide range of HR issues which can be complex and contentious including:
 - a. Performance management/probationary issues
 - b. Disciplinary issues
 - c. Sickness absence management
 - d. Capability issues
 - e. Grievance issues
 - f. DBS procedures
 - g. Working relationships
3. Provide comprehensive advice, support and recommendations on the Council's recruitment and selection procedures including:

- a. Advising and monitoring of job descriptions, person specifications, advertisements and interview selection methods.
 - b. Attending interview panels in an advisory capacity as required.
 - c. Arranging relevant documentation prior to, during and after the recruitment process, including interview letters, contracts of employment, medical questionnaires, DBS clearance, etc.
 - d. Ensuring correct input onto HR/payroll computerised system to ensure the accuracy of employee records.
4. Assist with all recruitment and selection processes, including attending interviews and shortlisting, contracts of employment, terms and conditions, annual leave queries, processing of leavers and any other administrative requirements of onboarding and outboarding.
5. Support the section with the administration of occupational health referrals.
6. Assist with management of the Council's DBS process for employees including:
 - a. Acting as the lead signatory in the absence of the Human Resources Manager;
 - b. Identifying potential posts (by carrying out assessments) needing DBS clearance and maintain a database accordingly.
 - c. Conducting risk assessments with employees where DBS checks have identified a potential risk.
 - d. Monitoring of the DBS budget;
 - e. Reviewing existing Council's policies and procedures relating to the DBS process ensuring they are in accordance with legislative and Home Office requirements.
7. Attending Disciplinary, Capability and Grievance hearings and:
 - a. Undertaking investigations, assisting with writing reports, managing the appropriate paperwork and documentation for all parties involved (employee, manager, trade union representative);
 - b. Acting as advisor at meetings and hearings as required.
 - c. Creating and recommending appropriate action plans and monitoring progress of same.
8. Provide advice and assistance on the Local Government Pension Scheme and general information to retiring employees. Advising and monitoring employees who have requested to work beyond the age of 65.

9. Provide advice on maternity, paternity, adoption and parental leave entitlements etc, and ensure the appropriate correspondence is completed by employees and responded to by the Personnel section.
10. Support and advise managers on the Council's Attendance Management policy and procedures and ways in which to reduce sickness absence levels.
11. Support managers and employers in the operation of the Council's welfare function ensuring a pro-active approach is taken to health at work. This includes:
 - a. Attending welfare meetings
 - b. Preparing correspondence for employees, managers, occupational health, counsellors, etc.
 - c. Actively assisting in helping reduce sickness levels by supporting managers in effective attendance management.
12. Assist with research, creation and recommend the implementation of relevant strategies, policies and procedures in response to new legislation, local government conditions of service, good practice and ACAS guidance, which also achieve corporate and directorate objectives.
13. Completion of statutory statistical returns.
14. Maintenance and monitoring of the Council's Right to Work data including spreadsheets, reminders and any other relevant statutory requirements.
15. Deputise for the Council's HR Manager and Senior HR Officer when required, on all aspects of day-to-day HR matters.
16. Contribute to initiatives to enhance the overall quality of HR practice throughout the Authority including mental health, wellbeing and employee benefits.
17. Ensure that good industrial relations are maintained throughout the Authority, liaising with Trade Unions as appropriate.
18. Assist with the drafting of reports, correspondence, memoranda, minutes and other documents.
19. Carry out any other duties that are within the scope and grading of the post which could also be requested by the Human Resources Manager or Head of Service.

DESIGNATED CAR USER

A designated car user status has been attached to this post.

SPECIAL CONDITIONS

Duties may include attendance at evening meetings and/or work outside normal office hours.

RESTRICTIONS


This is not a politically restricted post.

This post is subject to exemption with reference to the Rehabilitation of Offenders Act 1974.

NOTE

The above job description sets out the main responsibilities of C14 – HR Support Officer but should not be regarded as an exhaustive list of the duties that may be required. As duties and responsibilities change and develop the job description will be reviewed and be subject to amendment in consultation with the post holder during the Personal Development Review process.

All employees are expected to maintain a high standard of service delivery and to uphold the Council's policies in accordance with equality and diversity standards, and health and safety standards, and to participate in training activities necessary to their job.

	Name	Signature	Date
Job description written by:	Aaron Gidney		13/05/2020
Job description authorised by:			—

Date of issue: xxx

Additional notes for JE/HR.
x


PERSON SPECIFICATION

C14 – HUMAN RESOURCES OFFICER

	Additional/changed requirements	E/D	Measure
Personal Skills	• Able to present a professional and confident image	E	1,3
	• Ability to work on own initiative	E	1,3
	• Good written and verbal skills	E	1,3
	• Ability to contribute and make recommendations for service improvements	E	1,3
Experience	• Experience of working within the public sector	D	1, 2,3
	• Evidence of dealing with difficult and sensitive issues and obtaining an effective outcome	E	1,2,3
	• Good planning, organisation and communication skills	E	1,2,3
	• Demonstrate a sound HR background	E	1,3
	• Ability to deal with contentious and sensitive decisions	E	1,2,3
	• Experience of negotiating & influencing skills	E	1,3
Attainments/ Qualifications	• Ability to prepare and write reports	E	1,2,3
	• CIPD qualified or working towards or the ability and commitment to undertake CIPD course of study.	E	1,3
	• Maintain professional membership of the CIPD following qualification	E	1,3
Knowledge	• Commitment to continuous professional development and willingness to undertake relevant and appropriate training	E	1,3
	• Understanding and commitment towards equality and diversity	E	1,3
	• Computer literate	E	1,3
	• Understanding of the human resource function within a local authority	E	1,2,3
	• Knowledge of employment legislation and best practice	E	1,2,3
	• Ability to research and interpret relevant legislation	E	1,2,3
	• Ability to recommend and create guidelines, policies and reports	E	1,2,3
	• Experience of prioritising work over a wide range of issues	E	1,3
	• Experience of collating, recording and analysing statistical information	E	1,3
	• Experience of providing advice and recommendations to senior managers and employees	E	1,3

Special Requirements	<ul style="list-style-type: none"> • Able to work flexibly • Diplomatic, tactful and capable of being assertive when necessary 	E E	1,3 1,3
Car Allowance	<p>This post carries a designated car user status. Whilst it will not be necessary for the post holder to provide a car for use on Broxtowe Borough Council business, provision must be made however to discharge duties and responsibilities of the post in an effective manner.</p> <p>Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.</p> <p>Disabled employees who are unable to drive because of their disability, but who occupy posts with a designated car user status, are allowed to use taxis to carry out their duties where no other forms of transport are appropriate.</p>		

Measure:	1. Application form 2. Test after shortlisting 3. At interview	4. Documentary evidence 5. Other [please specify]
-----------------	--	--

	Name	Signature	Date
Person specification written by:	Aaron Gidney		_13/05/2020_
Person specification agreed by			___/___/___

Date of issue:

Additional notes for JE/HR.

Report of the Chief Executive

ORGANISATIONAL DEVELOPMENT STRATEGY

1. Purpose of report

To seek approval for a proposed Organisational Development Strategy for the authority.

2. Detail

A report from the Chief Executive was brought to the Personnel Committee at the end of 2019 on the need for the development of the HR function into the area of Organisational Development. An extract from that report which summarises the situation is as follows.

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.

Committee noted that an Organisational Development Strategy was to be prepared taking into account the areas of work identified in the report.

A proposed Organisational Development Strategy has been prepared taking into account the areas of work identified in the report and is shown as an appendix.

Recommendation

The Committee is asked to RESOLVE that the proposed Organisational Development Strategy be approved.

Background papers

Nil

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Broxtowe
Borough
COUNCIL

ORGANISATIONAL DEVELOPMENT

STRATEGY

2020 – 2024

CONTENTS

Introduction	1
Overall Aim	4
Objective 1 - Supporting transformational flexibility, change and innovation	5
Objective 2 - Sustaining and improving a skilled, flexible and motivated workforce	6
Objective 3 - Building leadership and management capacity	8
Objective 4 - Planning for the workforce of the future and being an employer of choice	10
Monitoring and evaluating progress	12
Broxtowe Borough Council Employee Charter	13

INTRODUCTION

Organisational Development (OD) can be defined as a planned and systematic approach to improving an organisation’s effectiveness through the alignment of strategy, processes and the involvement of its people. At its core is the drive to improve the functioning of individuals, teams and the entire organisation. It is a long term, on-going process which organisations must continually address if they are to be healthy and effective.

Broxtowe Borough Council (the Council) delivers a wide range of services to the public across the borough. To do this, we have a diverse and dedicated workforce of over 468 employees with extensive and varied skills.

We have developed robust and effective flexible and mobile working

policies and procedures to enable our workforce to be as efficient as possible, and help us to tailor it to our customer and service needs. From senior managers to front line officers, our employees are supported to develop the skills, qualifications, behaviours and experience that enable us to deliver quality services to our customers.

The Council, along with the rest of local government in this country, is currently facing a time of unprecedented change in a climate that is seeing real reductions in available finance. The experience of the current pandemic also has changed the way people work, accelerating moves towards flexibility, responsiveness and remote working. Closer integration across organisations,





**“ WE HAVE A
DIVERSE AND
DEDICATED
WORKFORCE ”**

shared services, resource alignment , shared outcomes ensuring the experience of working is mentally and physically rewarding, ensuring safe working practices and ensuring all employees, especially key workers, feel valued are some of the drivers that are shaping the way that we manage our organisations to deliver quality services. The Council faces significant challenges in realising the potential of this reform agenda.

However, the Council has a strong track record of partnership working and Trade Union representation and is well-placed

to take advantage of these effective external partner and internal employee relationships. Partners and employees are committed to putting actions in place that will improve outcomes for the people of Broxtowe.

This Organisational Development Strategy (the Strategy) sets out the strategic direction that the Council will take over the next four years to manage our employees and our workforce for the future shape of the organisation. We must recognise that around 42% of the Council’s annual revenue budget (based on Gross Revenue

Budget without capital financing charges and Housing Benefit) is spent on employee costs, and that current forecasts predict an on-going revenue savings requirement. This becomes even more important in the light of the expected post pandemic economic shocks. It therefore remains a possibility that further budget reductions may impact on employees unless we can increase productivity by leveraging the full potential of the workforce allied to the maximum potential for technological advance.

This document provides the strategic context for the Council to ensure that we have people with the right skills in the right place at the right time to deliver quality services to the people of Broxtowe within this challenging financial context. It sets out the framework for the Council to meet the challenges and on-going change that faces the public sector generally.

The Strategy sets out our approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce is appropriately trained and supported to deliver excellent services. Developing our workforce is essential to building our reputation as an employer and a service provider. Investing in our employees improves performance and secures a workforce for the future.

It is also recognised that we currently have an older workforce and that action needs to be taken to ensure that every

opportunity for sharing knowledge and expertise is undertaken through cross generational learning, skill transfer, ensuring all workers are developing and growing in their technological competence, flexible retirement, succession planning and flexible working opportunities so that knowledge and expertise is not lost to the organisation.

We must work to become an employer of choice, for example, by developing further flexible working opportunities, and planning our workforce for the future through “Growing Our Own”. Talent management and succession planning will be critical to our on-going success and to ensuring that we meet the current and future demands of our service users. Apprenticeships will assist in fulfilling future roles. All of these opportunities will require a creative and innovative approach to ensure we deliver on future people management and workforce planning demands.

This Strategy sets out a framework to ensure that the people resource we have as a local authority is aligned to the delivery of the outcomes we set out within our Corporate Plan and that we are prepared to meet the challenges of service delivery in the future. It sets out a series of objectives which will achieve a comprehensive, corporate approach to managing and developing our employees across all Council services, tailored to service requirements, flexible to change and accessible to all.

The Organisational Development Strategy has been developed in consultation with services across the Council and with our Trade Union colleagues and takes account of the feedback provided.

OVERALL AIM

The overall aim of the Organisational Development Strategy is:



These objectives will be delivered through a series of actions that are specified in the Strategy.

In terms of implementing the Strategy, progress on actions will be reported to General Management Team and will be subject to scrutiny by the Council through the Personnel Committee using the corporate performance management system.

To encompass the ethos of the Strategy, a Broxtowe Borough Council Employee Charter has been produced, outlining what employees can expect of their managers and the Council, and also what the Council expects of its employees. A copy of the Charter is reproduced at the end of this document.



OBJECTIVE 1

SUPPORTING TRANSFORMATIONAL FLEXIBILITY, CHANGE AND INNOVATION

As the Council continues to address the public service reform agenda, a number of challenges will affect the workforce and will affect how services are delivered. The Council will continue to investigate all creative, flexible and sustainable employment models through opportunities for both “Growing Our Own” and Succession Planning. The apprenticeship programme will be key in both aspects. Further restructuring of services may be necessary in the future. In the same way, the Council must continue to consider the implications of, and opportunities presented by, new ways of working and adoption and full use of new technology to manage service provision.

Outcomes – What we plan to achieve

Keeping our vision in our sights and recognising change, flexibility and innovation as a means to achieve that vision. Constantly being aware of what is happening around us and the changes we are making, ensuring we shape, in an efficient and effective way, our on-going transformation agenda.

Actions – The key areas we will focus on:

- Developing a framework for change management incorporating employee and trade union engagement and communication.
- Facilitating and encouraging organisational flexibility through ensuring job descriptions are more flexible, and organisational resources can be deployed more flexibly across the Council to respond to demands, peaks and troughs and the changing needs of employees during their employment with the Council.
- Promoting a programme of learning to support transformational change and Innovation.
- Work to support managers and employees to adapt to flexible ways of working and help senior managers to design and develop division/directorate structures that can effectively support future requirements.
- Consider potential new business opportunities and employees’ commercial skills and work to successfully resource these new ventures in order to increase income.
- Exploring new ways of increasing individual and team productivity by leveraging the full benefits of new technology thereby creating efficiencies and savings.



“ OUR WORKFORCE
WILL BE TRAINED, QUALIFIED
AND EXPERIENCED ”

OBJECTIVE 2

SUSTAINING AND IMPROVING A SKILLED, FLEXIBLE AND MOTIVATED WORKFORCE

Workforce development is an essential component of the approach to managing our employees. Investment in learning and skills development is a critical element in ensuring that our workforce is equipped to deliver the services we are responsible for. We have a duty as an employer to provide employees with training appropriate to their jobs and a responsibility as an organisation providing services to the public to ensure that those services are provided safely and effectively.

Developing and investing in our workforce has a positive impact on our performance overall as, apart from improving skills and knowledge in a particular area, motivation is improved and this impacts on improved wellbeing, reduced absence and reduced staff turnover.

Outcomes – What we plan to achieve
Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

OBJECTIVE 2

Actions – The key areas we will focus on:

- Reviewing and strengthening our Performance Review and Development process to ensure all employees have relevant performance action plans in place
- Reviewing the pay and reward model
- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and healthy working lives
- Refreshing the Learning and Development Strategy and ensuring that corporate learning and development programmes are driven by the needs of officers as well as those of the organisation, and that the most appropriate and up to date training methods are utilised
- Ensuring that the learning and development resources that we use are consistent, of high quality, and meet the future needs of the organisation
- Ensuring that the delivery of our workforce development activity makes the best use of resources available corporately including specialist knowledge and technology
- Communicating information about learning and development clearly and in an accessible way to all employees
- Working closely with our partners to maximise opportunities for shared learning and development, and encouraging cross departmental learning
- Exploring further new ways of working, using technology to ensure flexible and effective working practices
- Supporting and enabling secondment and job shadowing
- Developing an approach to alternative career paths for people with long term conditions

OBJECTIVE 3

BUILDING LEADERSHIP AND MANAGEMENT CAPACITY

This theme focuses on the development of high quality leadership and management skills across the Council. The role of managers in delivering transformation and change is crucial and we must continue to develop our managers to be leaders who can motivate and empower staff to deliver what is required.

Outcomes – What we plan to achieve

All our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Actions – The key areas we will focus on:

- Promoting our Core Competency Framework and leadership behaviours for senior managers
- Developing our approach to coaching and mentoring
- Developing secondment/job shadowing opportunities
- Our leadership team will be visible and will own the organisational agenda by creating the climate and fostering an organisational development culture
- Promote and develop Senior Management Team and Managers' Forums, cascading key messages to inform employees about what's going on and communicating this in a positive, inspiring way
- Develop sustainable ideas and solutions to continue the quest for excellence and grow success
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others
- Develop a formal and consistent management training programme



“OUR LEADERSHIP TEAM
WILL BE VISIBLE”

OBJECTIVE 4

PLANNING FOR THE WORKFORCE OF THE FUTURE AND BEING AN EMPLOYER OF CHOICE

The key to our future success as a modern local authority will be heavily dependent on our capacity to match the skills and abilities of our workforce to the needs determined by our new and changing service demands. An effective workforce planning framework needs to be built into the future review and development of services of the Council.

As the Council goes through a further period of change, the importance of succession planning increases. We must ensure effective succession planning processes are in place by continuing to provide frameworks for the up-skilling/ re-skilling of employees through leadership, skills and organisational development priorities. Effective use of existing policies such as Flexible Retirement should be enhanced to allow the opportunity to share knowledge and expertise given the age profile of the organisation.

Outcomes – What we plan to achieve

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.



Actions – The key areas we will focus on:

- Promoting Broxtowe Borough Council as an employer of choice
- Identify future skills requirements
- Adopting innovative ways of recruiting new talent
- Developing our approach to talent management
- Creating employment and training opportunities by exploring training schemes and developing apprenticeships
- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees
- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans
- Using existing policies such as Flexible Retirement to enable the sharing of knowledge and expertise before it is lost from the organisation
- Supplementing the Apprenticeship Strategy with career ladders / pathways for apprentices
- Making use of all appropriate learning and training techniques
- Developing skills relating to partnership working , contract management and shared service management

“... WILL EMBRACE NEW WAYS OF WORKING”



MONITORING AND EVALUATING PROGRESS

This Strategy covers the short and medium term. It will be formally reviewed, on a bi-annual basis, to ensure that it remains ‘fit for purpose’ and that the issues it covers and the priorities it sets are the right ones for the Council, its elected members, its senior management, its employees and, most importantly, the communities we serve in Broxtowe.

Progress towards the aims and objectives of this Strategy will be measured by:

- Feedback from stakeholders and surveys
- Formal annual review of Organisational Development outcomes, supported by continuous monitoring and evaluation by General Management Team
- The results from the Employee Survey
- Formal reporting of progress to elected members through the business planning process

- Numbers of internal promotions
- Skills development
- Staff retention rates

In addition to these methods, a range of assessment tools will be introduced to establish people’s feelings about the changes. These tools will include focus groups and one-off surveys on specific aspects of the Strategy. Priorities will vary from year to year as both the internal and external environment changes.

Ultimately, elected members and in particular, the Chair of Personnel will be the watchdogs of success against the four strands of this Organisational Development Strategy.

BROXTOWE BOROUGH COUNCIL EMPLOYEE CHARTER

Broxtowe Borough Council is committed to creating a culture where staff are valued and supported. The Council supports a culture of openness and mutual respect in which a healthy work-life balance can be achieved in an environment where staff can develop to their full potential. We know that people, their skills, capacity and commitment are the key to delivering and improving council services. Our Employee Charter sets out our commitment to our employees to work effectively in partnership with them to ensure the best possible council services for the communities of Broxtowe.

As an employee of the Council you can expect:

- To work in a stimulating, challenging and rewarding environment where views are sought and your engagement is encouraged.
- To be continuously encouraged to develop, contribute and innovate.
- To be supported, respected and valued for the attributes you bring.
- To be part of a team providing quality services.

Managers will be expected to:

- Give leadership, guidance and encouragement to achieve results.
- Be a positive role model and give positive feedback to others.

- Encourage feedback on themselves and their service.
- Be prepared to challenge where individual or team values do not align with the Council’s aims.
- Support staff to reach the highest possible standards in their work.
- Promote collaboration, teamwork, innovation, flexibility and skills development.

In return we expect you to:

- Place high quality provision, customer care and business success at the heart of all you do.
- Work positively with others and value collaboration, engagement and communications.

- Take pride in being part of the Council and live our values in your daily workplace activities.
- Understand how you and your team contribute to what we want to achieve.
- Perform your role to the highest possible standards, taking ownership and accepting the responsibilities this brings.
- Ask if you need help or training and development.
- Understand the need to continuously develop skills and knowledge and make best use of opportunities to learn and develop.
- Get involved, be open to new ways of working and offer ideas for continuous improvement.
- Display a ‘can do’ attitude, be a team player, open to the perspectives of others.
- Treat others with dignity and respect.
- Contribute to a positive culture.

FOR MORE INFORMATION

For more information on the 'Organisational and Development Strategy' please contact the HR Manager on 0115 917 3552 or email aaron.gidney@broxtowe.gov.uk

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in large print upon request**

Broxtowe Borough Council
Foster Avenue, Beeston,
Nottingham, NG9 1AB
Tel: 0115 917 7777 or
Fax: 0115 917 3030
www.broxtowe.gov.uk



**Broxtowe
Borough
COUNCIL**

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Report of the Strategic Manager

AVC WISE

1. Purpose of report
To seek approval for the implementation of a new Shared Cost Additional Voluntary Contributions (SCAVC's) pension scheme in partnership with AVC Wise.
2. Background
For a number of years Broxtowe Borough Council (BBC) has offered employees the chance to make Additional Voluntary Contributions (AVC's) via Prudential or Scottish Widow. By working in partnership with AVC Wise employees will be able to continue making AVC's with Prudential or Scottish Widow while providing extra savings for the employees and the Council.
3. Detail
By using the SCAVC scheme with AVC Wise employees can save an additional 2% or 12%. This occurs because the employee agrees for the SCAVC amount to be in the form of salary sacrifice. Salary sacrifice does not attract tax or national insurance for the employee which in turn provides a saving. With salary sacrifice the Council will not be required to pay national insurance or apprenticeship levy contributions resulting in a saving of up to 14.3%.

The amount sacrificed by the employee is the Council's contribution to the SCAVC while the employee must contribute a nominal amount of £1.00. By both the employee and the Council contributing in this way it ensures compliance with HMRC and the other relevant bodies. Full details regarding the scheme can be found in appendix 1 and a copy of the proposal for the Council is shown in appendix 2.
4. Service
AVC Wise will assist the Council in maximising the savings available whilst also assisting employees throughout the process. Services provided will include;
 - Marketing of the scheme including providing presentations to staff.
 - Customer services team available Monday-Friday to help employees with any queries they have regarding SCAVC's.
 - Online access for employees to manage their account and the contributions made.
 - Liaising with HMRC to confirm compliance.
5. Financial Implications
The cost of the scheme will be 4.5% of the total salary sacrifice amount each month.

Recommendation

The Committee is asked to RESOLVE that the implementation of a new Shared Cost Additional Voluntary Contributions (SCAVC's) pension scheme in partnership with AVC Wise be approved.

Background papers

Nil

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AVC Wise

A new way for staff and employers to save money
on AVCs into the Local Government Pension Scheme

Do you.....

1. Employ staff who pay into the Local Government Pension Scheme?



2. Operate an existing AVC scheme or want to start one?



3. Want to offer staff a valuable benefit whilst making large savings for your organisation?



AVC Wise is for you

Introducing AVC Wise

Positive news in tough times

Public Sector organisations have faced **many years of austerity** and funding cuts **impacting directly on staff**

It is **very difficult** for any employer to find **cost effective staff benefit solutions**

AVC Wise is already helping both **employers and employees by maximising savings** through a Shared Cost AVC (SCAVC) Salary Sacrifice Scheme

AVC Wise offer the only Fully Managed Solution in the market that:

- **is compliant with all legislative requirements**
- **maximises National Insurance savings**
- **manages all employee engagement**
- **significantly reduces administration**

Why do shared cost AVCs exist?

New Regulations - Local Government

Pensions Committee Bulletin 147 – July 2016

Page 68



Salary Sacrifice and Shared cost AVCs – England and Wales

1. Where an employee opts to pay Additional Voluntary Contributions (AVCs) under regulation 17 of the Local Government Pension Scheme (LGPS) Regulations 2013 (the 2013 Regulations), an employer can decide to also contribute to that employee's AVC arrangement. This is known as a shared cost AVC (SCAVC).
2. This could be done under a salary sacrifice arrangement.



Salary Sacrifice and Shared cost AVCs - Scotland

1. Where an employee opts to pay Additional Voluntary Contributions (AVCs) under regulation 17 of the Local Government Pension Scheme (LGPS) (Scotland) Regulations 2014 (the 2014 Regulations), an employer can decide to also contribute to that employee's AVC arrangement. This is known as a shared cost AVC (SCAVC).
2. This could be done under a salary sacrifice arrangement.

Who are we?

PSTAX and AVC Wise

- AVC Wise has been set up by PSTAX, **specialist tax advisors** to the Public Sector
- Background working with **HMRC / Local Authorities / big 4**
- Over **190 Local Authority customers**
- **Experts** in Salary Sacrifice and Tax
- Created and developed a **fully compliant** SCAVC Scheme
- **Approved supplier** on the ESPO Supplier Framework
- Saved employers over **£2M** in the last 5 years

How does it work?

Going from AVC to SCAVC

- SCAVCs attract **tax relief AND National Insurance relief** where standard AVCs only attract tax relief
- The SCAVC arrangement is effective when both the **employee and employer** make a contribution
- **Employer** makes their contribution through a **salary sacrifice arrangement** with the employee
- **Employee** makes their contribution through a **monthly £1 payment**
- LGPS regulations permit SCAVCs and there is **no impact** on the main pension benefits of the employee



Joe

Salary: £30,000

Regular AVC: £250 per month (£3,000 each year)

	Without AVC	With Standard AVC	With AVC Wise
Gross monthly pay (before main scheme contributions)	£2,500	£2,500	£2,251
Joe's LGPS contribution	£162.50	£162.50	£162.50
Joe's AVC contribution	£0	£250	£1
Employer AVC contribution	£0	n/a	£249
Total AVC contribution	n/a	£250	£250
Joe's Income Tax	£275.83	£225.83	£225.83
Joe's National Insurance	£218.36	£218.36	£188.48
Joe's monthly pay after tax	£1,843.31	£1,643.31	£1,673.19

All figures provided are for illustrative purposes only and are not guaranteed.





Joe

Salary: £30,000

Regular AVC: £250 per month (£3,000 each year)

	Without AVC	With Standard AVC	With AVC Wise
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Joe's Income Tax	£275.83	£225.83	£225.83
Joe's National Insurance	£218.36	£218.36	£188.48
Joe's monthly pay after tax	£1,843.31	£1,643.31	£1,673.19

All figures provided are for illustrative purposes only and are not guaranteed.



The Fully Managed Solution

Leave it to the experts

End to End Project Management and support



Full Marketing and Advertising service to employees



Employee 'Self Service'



Management platform for the Employer



Co-ordination with AVC fund providers



Complete Compliance



Payroll administration



Auto transfer of existing AVC members



Employee Customer Service Centre



'Anytime' Reporting



GDPR accountability and audit trails



EMPLOYER CONSIDERATIONS: Provide input and support the communications plan, approve AVC Wise applications, run payroll reports and pay the AVC Fund provider.

The Savings

Employers and Employees benefit

- Employers save **14.3%** of the value of the salary sacrifice (13.8% National Insurance and 0.5% Apprentice Levy)
- Employees save **12%** or **2%** on the value of the salary sacrifice (on top of the existing tax benefit)
- Employees have an efficient way of taking a cash lump sum, **tax and NI free** at retirement

Page 75

Employers saving Illustration



Microsoft Excel
Worksheet

The Savings

Employee Saving Comparison

Employee earning £25,000 p.a currently contributing £100 a month to an AVC

	Existing AVC	AVC Wise	
	Tax Free	Salary Sacrifice Tax and NI Free	Tax Free
Monthly Amount	£100.00	£99.00	£1.00
Tax Saving 20%	£20.00	£19.80	£0.20
NI Saving 12%		£11.88	
Net Cost from Take Home Pay	£80.00	£68.12	

Employee saves an additional **£11.88 every month** through AVC Wise so saves **£142.56 a year** just by switching to AVC Wise

Maximising take up

Using our marketing expertise

- Dedicated **Marketing Manager** to manage the Communications Plan and drive employee engagement
- Using a tried and trusted **full suite of marketing tools** and collateral to launch and promote AVC Wise
- Provide a **single platform** across all devices for employees to obtain information, make an application and manage their own AVC Wise plan
- Utilise our **expert team** to provide onsite presentations, roadshows and employee webinars

Customer Service

Assurance for all eventualities

- Our team takes care of **all the customer service** issues that could arise through AVC Wise
- The Customer Service team are the **first line for employees** to contact
- Employers have a **dedicated Account Manager** who is the first port of call for any employer enquiries
- The Account Manager escalates only relevant issues to the employer and provides a **full reporting service**
- Investment advice is managed through the **AVC fund provider**
- Employee Helpline (Mon-Fri, 0830 – 1730)

Fully Compliant

Backed by tax specialists – PS Tax

LGPS

- All aspects of the LGPS guidance on SCAVCs considered

HMRC

- Documentation library to support effective implementation of salary sacrifice
- Correspondence and liaison with HMRC to ensure approval

GENERAL DATA PROTECTION REGULATION (GDPR)

- All data held securely in UK data centres
- Audit trail availability to ensure employer can track data access
- Employee given choices on messaging and communications being sent to them

AVC FUND PROVIDERS

- AVC Wise works in partnership to ensure all regulatory requirements are met

What does it cost?

- Charges are based on the **total value of salary sacrifice** through AVC Wise
- **Fair and transparent** way of rewarding scheme success
- Standard charge of **4.5% of total salary sacrificed** under AVC Wise
- Based on our experience, successful implementation of our tried and tested AVC Wise model will result in **12% of LGPS staff taking part** after 3 years

Reasons to chose AVC Wise

- Employees and employers both **save money**
- Fully Managed Solution making it **easy to implement**
- Full marketing and communications service to employees included to **maximise take up**

Page 81

Fully compliant with LGPS, HMRC and GDPR

AVC Wise works in partnership with **all AVC fund providers**

- AVC Wise platform makes it easy to manage – **low administration**
- Full employee and employer **support provided as standard**

QUESTIONS?



Next Steps

- Further **presentations** if necessary
- **Full proposal** detailing the service being provided
- **Board paper template** to present AVC Wise to the appropriate forum
- Standard **public sector contract** to address purchasing requirements

Thank You

Page 84

[Contact Us For More Information](#)

Richard.Ellis@AVCWise.co.uk

01252 784546

www.AVCWise.co.uk

AVC WISE



A man and a woman are practicing yoga in a field at sunset. They are both in a tree pose (Vrikshasana), with their hands clasped above their heads. The woman is on the left, wearing a red tank top and patterned leggings. The man is on the right, wearing a blue t-shirt and dark trousers. The background shows a field of tall grass and a body of water under a warm, golden sky.

Broxtowe Borough Council AVC Wise Proposal

Thank you for inviting AVC Wise to submit a proposal to assist the Council in implementing a salary sacrifice scheme in respect of Additional Voluntary Contributions ('AVCs') within the Local Government Pension Scheme ('LGPS').

This proposal outlines the benefits and savings that are made possible by AVC Wise for both you as the employer, and your employees.



Shared Cost Additional Voluntary Contributions – Salary Sacrifice

As you are aware, PSTAX has an established and branded scheme, 'AVC Wise', which we have implemented for several public sector organisations and which has HMRC clearance. AVC Wise Ltd has been set up following a joint venture between PSTAX and Benefit Platforms Ltd, allowing us to greatly enhance our client offering.

The product, AVC Wise, is provided as a fully-managed solution which entails the provision of a dedicated AVC Wise website, incorporating an administration facility to fully-manage employee applications and salary sacrifice data, removing the need for manual application processing. The AVC Wise platform also integrates the AVC provider application processes and creates the monthly salary sacrifice reports for payroll and payment schedule for the AVC providers. The platform has been designed to communicate the scheme to the workforce in an effective manner, is simple and easy to use for both the employee and employer and includes a functionality to assist with the required compliance processes including NLW/NMW calculations. Employees will simply access the secure AVC Wise website www.avcwise.co.uk for full and up-to-date information and guidance about the scheme and the application process. In addition, employees will be provided with a Customer Service Centre for any queries about the salary sacrifice or issues around the application process. This service is provided via a dedicated telephone helpline and email.

We would be happy to support the Council with the implementation of AVC Wise based on the scope and fee quotation below.

Scope of additional services

In addition to the provision of the fully-managed solution as described above, AVC Wise Ltd will provide 'Partner support' for the Council to include the following scope of work:

1. Discussions to ascertain essential information such as the basis on which your AVC providers provides access to shared cost AVCs, existing and potential contributor numbers, discretions policy, preferred timelines, ability to vary contribution levels and preference for 'opt in' or 'opt out' salary sacrifice methodology.
2. Design, draft and management of a project plan and delivery timescales.
3. Drafting of bespoke scheme guidance and terms applicable to existing AVC contributors and new contributors. This will include the formal agreement to reduce salary and Frequently Asked Questions; all guidance and terms to take account of the position regarding tax, NICs and impact on benefits such as statutory payments and tax credits. These documents, once agreed with the Council, will form the basis of the salary sacrifice arrangements and will sit on the AVC Wise platform.

4. Discussions with your AVC providers and your Pension Fund to enable a full understanding of current processes, so that these can be transitioned into the IT platform.
5. On-going advice and support to cover technical issues related to tax, NIC and pension as well as employee communications.
6. Application for HMRC clearance on the Council's behalf.
7. Provision of support for the Council in terms of staff communications, including the design and delivery of a comprehensive and detailed communication plan which includes potentially unlimited access to pension/AVC Wise workshops to promote the scheme. We will agree with you the necessary pensions input to fully inform LGPS members of the opportunity and to maximise scheme take up.
8. Provision of an annual review and benchmarking service to ensure that the scheme is working effectively and attracting maximum participation.

The Council will be provided with both an Account Manager and a dedicated Implementation Manager. The latter will be Amanda Venables, who will take the lead for the implementation and delivery of the AVC Wise scheme and fully-managed solution. Amanda will work alongside the Account Manager and dedicated marketing specialists who will support the Council in implementing the Communications plan.

We are pleased to advise that we have recruited pension specialists to support employers with work-site promotion activity. We will include within the Communication plan a series of pension workshops where staff can learn about main scheme benefits and the tax efficiencies around AVCs, and ask any pension or salary sacrifice related questions.

Fully-managed Solution Fees

In common with other employee benefits offered via a specialist platform through salary sacrifice, our charges are based on a percentage of the amount of salary sacrificed in the respective invoicing period. The percentage applicable to this fee proposal is 4.5% (plus VAT). Given our investment in creating the specialist platform, we require your agreement to a minimum 36-month contract period. Thereafter, the professional fee costs will continue to apply whilst you have use of the AVC Wise fully-managed solution, with a minimum three-month notice period applying. We would be happy to let you see a draft version of our AVC Wise contract terms, if this would be helpful.

The cost outlined covers all the support offered by AVC Wise Ltd (including PSTAX) as shown above, including the IT platform. We will effectively partner with the Council to ensure that the scheme is as successful as possible, and that employer savings are maximised.

We would invoice the agreed fee on a monthly basis starting from the end of the first month after scheme launch. As the total employer NIC and apprenticeship levy saving is currently 14.3% of the salary sacrificed, the cost of introducing, implementing and administering AVC Wise can be met comfortably from these savings, leaving the Council with a net saving. To demonstrate this, I have set an example of the estimated savings below – based on the information you have provided. As the current contribution level is quite high (£303 per month), we have assumed that all new entrants into the scheme have an average contribution of £200 per month.

- 6747 LGPS members
- 8 current AVC members (1.7% take-up)
- Current annual value of AVCs: £17,400 (£1450 per month)
- £2,400 annual average AVC value per employee (£200 per month)

If we assume 90% of the current AVC members (7) transfer to the salary sacrifice shared cost AVC arrangement (AVC Wise), the Council can expect to achieve annual savings of around **£2162**, based on 14.3% employer saving. However, through a combination of the AVC Wise fully-managed platform and our concerted marketing/communication

plans, we confidently expect the AVC take-up to increase. Should it increase to 12% this would mean an increase of 49 new members. On this basis if we apply the average AVC value of £200 per month the Council could achieve annual savings of around **£18,979**

In addition, the AVC Wise platform advises employees of the amount that they could salary sacrifice in order to remain on the same net pay, when compared to paying AVCs in the standard way. This will encourage employees to effectively 're-invest' their net pay saving into their AVC 'pot', adding further to their tax and NIC savings as well as to the Council's employer NIC and apprenticeship levy savings. Taking the scenario above and all contributors re-investing, your employer saving could increase to around **£21,256** per year. This savings figure would be our ultimate three-year target to achieve working together with the Council.

Timing

We would be available to start the project as soon as the Council is ready to do so. We will require written confirmation of your intention to go ahead before progressing further, and our suggested implementation timeline is 10 weeks from receipt of your confirmation to proceed.

Report of the Strategic Director

WORK PROGRAMME

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.

29 September 2020	<ul style="list-style-type: none"> • Coaching and Mentoring • Employee Wellbeing and Wellbeing at Work Scheme • Apprenticeship Strategy
1 December 2020	<ul style="list-style-type: none"> • Organisational Development Strategy • Succession Planning • Appraisal System Review
23 March 2021	<ul style="list-style-type: none"> • Management Development Training • Talent Recruitment • Disability Confident Employer Status

Recommendation

The Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.

Background papers

Nil

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